



**KNYSNA**  
Municipality  
Munisipaliteit  
uMasipala

# **FINAL INTEGRATED DEVELOPMENT PLAN**

## **2020-2021 AMENDED**



### **MISSION**

Encouraging all members of society to participate in and support our governance structures. Maintaining cooperative and open partnerships with businesses, civil society, CBO's and other community structures to creating opportunities for dialogue.

Conserving and managing our natural resources through updating our IDP, SDF, zoning schemes, service master plans and other relevant activities.

Planning for the growth and development of quality municipal services to support our community.

Creating an enabling environment to foster development of our people and enabling them to contribute.

Supporting and encouraging the development of investment, business, and tourism and emerging industries.

### **VALUES**

Ethical conduct and leadership.

Honesty and integrity.

Customer centric responsiveness.

Transparent communications.

Managing resources responsibly.

Mutual respect.

Good governance.

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## ABBREVIATIONS

<b>AG</b>	Auditor-General	<b>MTREF</b>	Medium Term Revenue & Expenditure Framework
<b>ART</b>	Anti-Retroviral Treatment	<b>NDP</b>	National Development Plan
<b>BBBEE</b>	Broad-Based Black Economic Empowerment	<b>NDPG</b>	Neighbourhood Development Program Grant
<b>BESP</b>	Built Environment Support Program	<b>NERSA</b>	National Energy Regulator of South Africa
<b>BNG</b>	Breaking New Ground	<b>NGO</b>	Non-Governmental Organisation
<b>CAPEX</b>	Capital Expenditure	<b>NT</b>	National Treasury
<b>CBD</b>	Central Business District	<b>OPEX</b>	Operating expenditure
<b>CBP</b>	Community Based Planning	<b>PAY</b>	Premier's Advancement of Youth
<b>CBP</b>	Community Based Planning	<b>PDI</b>	Previously Disadvantaged Individual
<b>CFO</b>	Chief Financial Officer	<b>PGWC</b>	Provincial Government Western Cape
<b>CPF</b>	Community Policing Forum	<b>PMS</b>	Performance Management System
<b>CRDP</b>	Comprehensive Rural Development Programme	<b>PSDF</b>	Provincial Spatial Development Framework
<b>CRM</b>	Customer Relations Management	<b>PSP</b>	Provincial Strategic Plan
<b>CWP</b>	Community Works Programme	<b>PPP</b>	Public-Private Partnership
<b>DCoG</b>	Department of Co-operative Governance	<b>PT</b>	Provincial Treasury
<b>DEA</b>	Department of Environmental Affairs	<b>RBIG</b>	Regional Bulk Infrastructure Grant
<b>DEADP</b>	Department of Environmental Affairs and Development Planning	<b>RO</b>	Reverse Osmosis
<b>DM</b>	District Municipality	<b>RO</b>	Reverse Osmosis
<b>DoRA</b>	Division of Revenue Act	<b>ROD</b>	Record of Decision-making
<b>DSD</b>	Department of Social Development	<b>APD</b>	Association for Persons with Disabilities
<b>DWA</b>	Department of Water Affairs	<b>SALGA</b>	South African Local Government Organisation
<b>ECD</b>	Early Childhood Development	<b>SAMDI</b>	South African Management Development Institute
<b>EE</b>	Employment Equity	<b>SASSA</b>	South Africa Social Security Agency
<b>EMP</b>	Environmental Management Plan	<b>SETA's</b>	Sector Education and Training Authorities
<b>EPWP</b>	Expanded Public Works Programme	<b>SCM</b>	Supply Chain Management
<b>GAMAP</b>	Generally Accepted Municipal Accounting Practice	<b>SDBIP</b>	Service Delivery and Budget Implementation Plan
<b>GKMA</b>	Great Knysna Municipal Area	<b>SEA</b>	Strategic Environmental Assessment
<b>GRAP</b>	Generally Recognised Accounting Practice	<b>SMME's</b>	Small, Medium and Macro-sized Enterprises
<b>GRRRI</b>	Garden Route Rebuild Initiative	<b>SONA</b>	State of the Nation Address

<b>HIV/Aids</b>	Human Immunodeficiency Virus, Acquired Immunodeficiency Syndrome	<b>MI</b>	Megaliter (1,000,000 litres)
<b>HR</b>	Human Resources	<b>MSDF</b>	Municipal Spatial Development Framework
<b>HSP</b>	Human Settlement Plan	<b>NEMA</b>	National Environmental Management Act, No. 107 of 1998)
<b>ICS</b>	Incident Command System	<b>OPCAR</b>	Operation Clean Audit Report
<b>IDP</b>	Integrated Development Plan	<b>MM</b>	Municipal Manager
<b>IFRS</b>	International Financial Reporting Standards	<b>MOU</b>	Memorandum of Understanding
<b>IMFO</b>	Institute for Municipal finance officers	<b>MPAC</b>	Municipal Public Accounts Committee
<b>INEP</b>	Integrated National Electrification Programme	<b>MPC</b>	Multipurpose Centre
<b>ISDF</b>	Integrated Strategic Development Framework	<b>MSA</b>	Local Government: Municipal Systems Act, No. 32 of 2000
<b>ITP</b>	Integrated Transport Plan	<b>mSCOA</b>	Municipal Standard Chart of Accounts
<b>IUDF</b>	Integrated Urban Development Framework	<b>PPP</b>	Public Private Partnership
<b>KI</b>	Kilolitre (1,000 litres)	<b>SANParks</b>	South African national Parks
<b>KPA</b>	Key Performance Area	<b>SANRAL</b>	South African National Roads Agency
<b>KPI</b>	Key Performance Indicator	<b>SAPS</b>	South African Police Services
<b>kWh</b>	Kilowatt-hour	<b>SRA</b>	Special Rates Areas
<b>LED</b>	Local Economic Development	<b>SOPA</b>	State of the Province Address
<b>LLF</b>	Local Labour Forum	<b>Stats SA</b>	Statistics South Africa
<b>LM</b>	Local Municipality	<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>MAYCO</b>	Mayoral Committee	<b>TB</b>	Tuberculosis
<b>MBRR</b>	Municipal Budget And Reporting Regulations	<b>UISP</b>	Upgrading of Informal Settlements Programme
<b>MEC</b>	Member of Executive Council	<b>WSP</b>	Workplace Skills Plan
<b>MERO</b>	Municipal Economic Review & Outlook	<b>VIP</b>	Ventilated Improved Pit (toilet)
<b>MFMA</b>	Local Government: Municipal Finance Management Act, No. 56 of 2003	<b>WTW</b>	Water Treatment Works
<b>MGRO</b>	Municipal Governance Review & Outlook	<b>WWTW</b>	Waste Water Treatment Works
<b>MIG</b>	Municipal Infrastructure Grant		



# FOREWORD BY THE DEPUTY EXECUTIVE MAYOR



The Integrated Development Plan (IDP) is the municipality's single, inclusive and strategic development plan outlining targeted geographic investment for a five-year period. A requirement of the Municipal Systems Act of 2000, the IDP outlines the policy framework on which annual budgets is based and forms the basis of the Medium Term Revenue & Expenditure Framework (MTREF) of Knysna Municipality. However, the document also contains much more than that.

It contains investment and development initiatives; all the projects, plans and programmes devised and key performance indicators - the scorecards by which one can determine whether the municipality as a whole, its departments and officials are doing their job. The IDP also includes several sector plans, such as the Spatial Development Framework (SDF), which deals with the urban edge of Knysna, densification, transport, the need for commercial nodes and providing a blueprint for a town that is sustainable, accessible and efficient.

The formulation of the IDP is a process that involves various stages, various stakeholders, the qualified staff and directors of the various departments of the Municipality and Council. Input from the various communities drives the various focus areas. Feedback from residents, Ward Committees, intergovernmental

and other stakeholders enables us to identify key trends and drivers of development, or under development. The diversity of the Knysna area creates a unique variety of challenges and the municipality strives to act within the parameters of a long term vision, understanding the challenges and taking into consideration inherited and current conditions.

The concept of integrated planning ensures that the limited resources of the municipality are being optimised to foster partnerships between vast arrays of stakeholders to collectively improve the livelihoods of communities by meeting the strategic objectives crafted by Council. This is even more prevalent, given the uncertain future due to the national state of disaster because of the Covid-19 pandemic.

## **Council achievements in the last 4 years**

Despite dealing with catastrophic events outside our control, most notable the Knysna fires and the COVID-19 pandemic, Council is forging ahead to create a Knysna that is innovative, inspired and inclusive, focusing on our strategic objectives.

Successes to date include:

- We established a Complaints Monitoring Committee as part of our objective to encourage the involvement of communities in the matters of local government by promoting open channels of communication;
- The recognition we received as the Best Waste Water Treatment Work Process Controller is in line with our objective to ensure sufficient service delivery;
- Knysna now has its first Green Scorpion which lines up with our strategy to promote a safe and healthy environment through the protection of our natural resources;
- To improve and maintain current basic service delivery through specific infrastructural development projects we are happy to report that the Grey Street upgrade started earlier this year.

## **Impact of COVID-19 on planning**

We realise that the lockdown is having serious effects on the national and our local economy. Many local businesses, employers and employees are struggling to keep their heads above water. To assist a committee consisting of the Chief Financial Officer, Chief Audit Executive and the Chairperson of the Audit Committee has been appointed to consider ad hoc applications for delayed rates and services charges from businesses and accommodation establishments. A reduction in rental of municipal property up to a maximum amount of R50 000 will also be considered. This committee's appointment runs until the end of September. Unfortunately, due to our financial situation, no debt relief can be offered to ratepayers.

### **Political and administrative challenges**

The municipality has been operating in stormy waters for some time with numerous challenges hampering optimal operation.

- The dismissal of the Ward 9 Councillor created a vacuum in Council;
- Recently appointed Municipal Manager, Dr Vatala, was suspended for alleged misconduct. In the interim Council appointed Dr Michelle Gratz as the Acting Municipal Manager ensuring continuity of all functions;
- Land invasions continue and dealing with these meant our already stressed resources are stretched even further. We established a task team that developed a Land Invasion Strategy and are working with Ward Councillors to engage with community members as well as assisting and supporting the Community Services Directorate to prevent illegal activity;
- We are dealing with serious financial issues and cash flow challenges;
- The impact of the COVID-19 pandemic on our economy and our residents.

Despite this, we have continued with our main mandate, service delivery and whilst dealing with the issues, we will continue to do that. Thank you to everyone that participated in the reviewing of the IDP - the administration, stakeholders, members of the community and my fellow Councillors. Despite the challenges we face, we remain committed to an innovative, inspired and inclusive Knysna.

Our actions over the next few months will be dictated by the COVID-19 pandemic. With lockdown regulations, easing it is expected that the infection rate will soar and we urge our residents to take care and follow the guidelines to prevent infection. The effect on our mostly tourism-based economy has been devastating. Businesses closing and the consequent thousands of job losses will have a knock-on effect for years. It is a time for taking stock followed by decisive and innovative action. Our reaction to the adversity of COVID-19, rather than COVID-19 itself, will determine the future of Knysna.

**Councillor Aubrey Tsengwa**  
**Deputy Executive Mayor**

# Chapter 1: Executive Summary

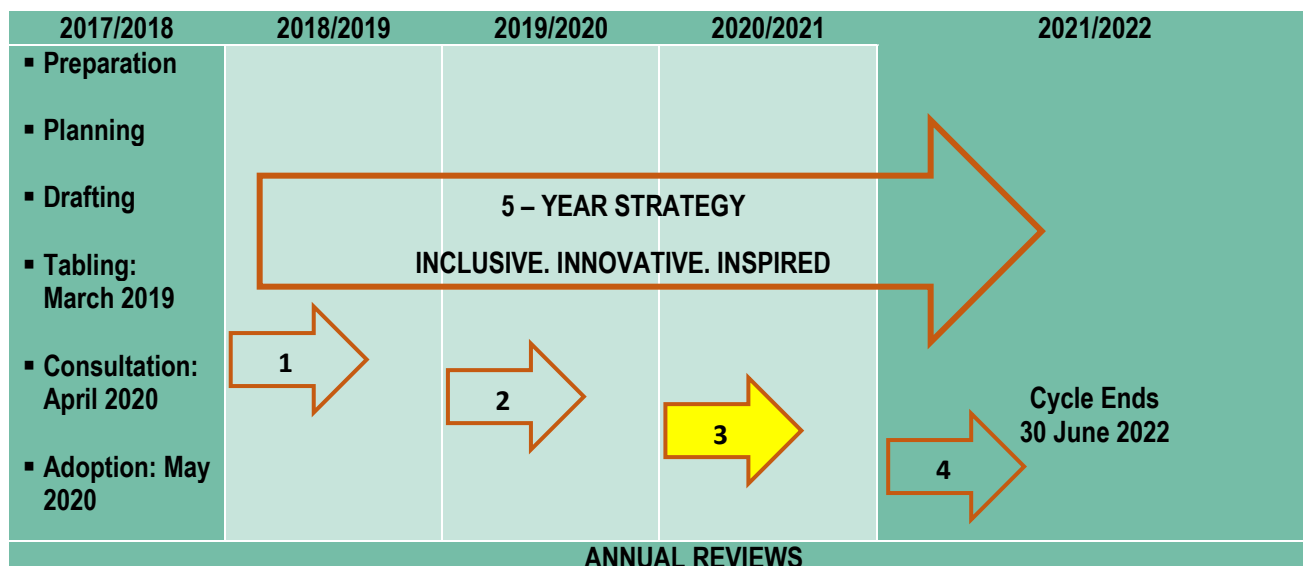
Local government in South Africa faces similar challenges to most developing countries in the world. These challenges include poverty, inequality, increasing unemployment, geographic segregation of communities, service backlogs and an inability to optimise potential revenue available to municipalities. Local government had to change its way of doing things in the past and adopt a more strategic, creative and integrated approach to give effect to its developmental mandate in terms of the Constitution of South Africa. Integrated development planning is at the centre of this approach towards developmental local government where it is incumbent upon the leadership in a municipality to seek active partnerships with other organs of state, private sector, and civil society role-players to collectively address strategic challenges and promote sustainable development.

## 1.1 Integrated Development Planning

Integrated development planning (IDP) is a process whereby a municipality prepares its strategic development plan for a five-year cycle directly linked to the term of office of its Council. As the principal planning instrument that guides and informs the municipal budget, the planning process has to provide a forum for identifying, unpacking and resolving the real issues that face the residents of the Greater Knysna Municipal Area (GKMA). By clearly identifying these issues in consultation with communities, it affords the municipality the chance to propose realistic and workable solutions that can be budgeted for, implemented and monitored in a controlled environment. At the heart of the IDP lies the improvement in the provision of basic municipal services and expanding the livelihood opportunities for the residents of the Greater Knysna Municipal Area. The IDP also focusses on expanding and transforming municipal capacity, enterprise development, and exploring new ways of working and living together. This is especially relevant in an ever-changing environment.

## 1.2 Review of the Integrated Development Plan

Knysna Municipality in collaboration with all relevant stakeholders has already adopted its fourth Generation IDP for 2017-2022 and this document serves as the third review of the 5-year plan for the 2020/2021 financial year. The Local Government: Municipal Systems Act (Act 32 of 2000) requires municipalities in South Africa to review their IDP's on an annual basis in order to remain relevant to the changing needs and dynamics in communities. The priorities and actions identified in this revised IDP will inform the structure of the municipality, the service delivery standards, financial planning and budgeting as well as performance reporting processes. The illustration below indicates the evolution of the IDP over a 5-year period:



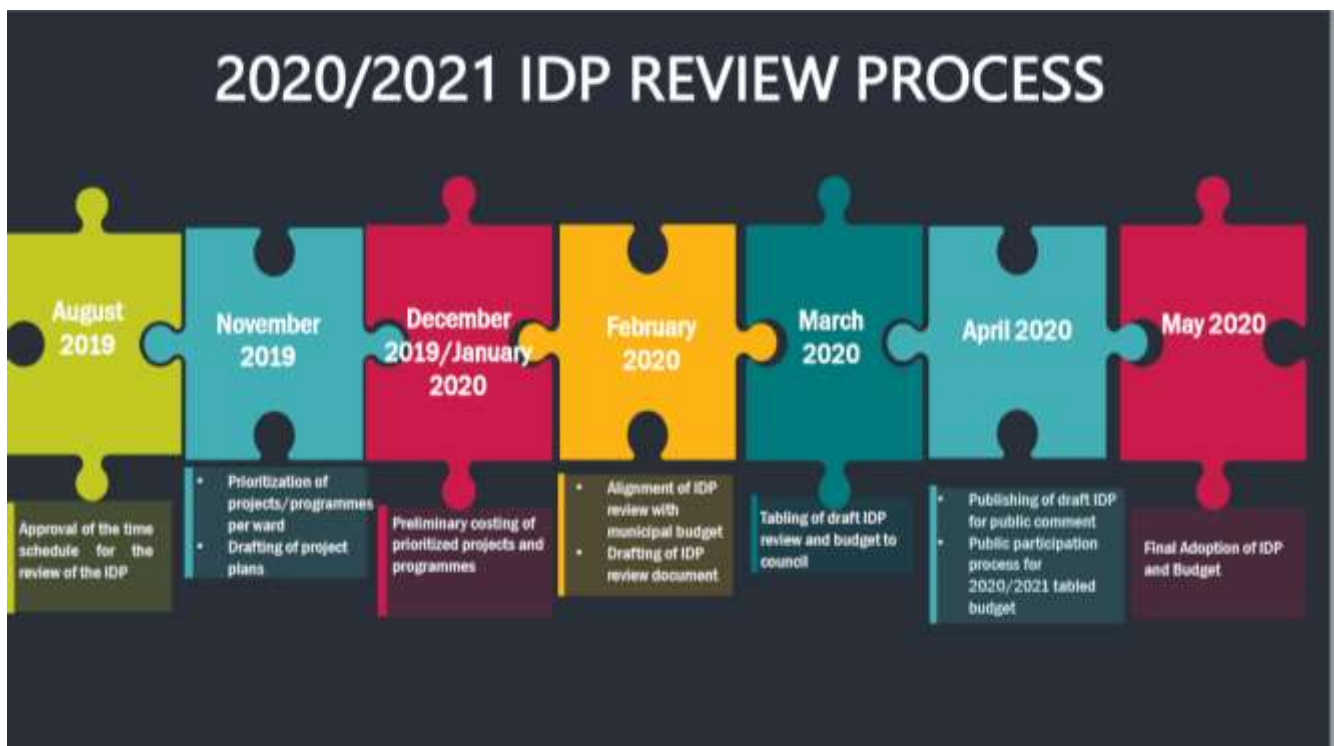
It is essential to read the second review together with the fourth Generation IDP for 2017-2022 as both documents will prove that Knysna Municipality is well on course in achieving its strategic objectives as set out in the aforementioned plan. The purpose the 2020/2021 IDP review is to:

- reflect and report on the progress made in respect of the implementation of the 4<sup>th</sup> Generation IDP for 2017-2022;
- evaluate the appropriateness of the development strategies reflected in the 5-year plan and to make adjustments where necessary, especially where changing circumstances within the municipality or externally so demand;
- identify new projects and review annual targets and action plans for the next financial year to stay on track with the implementation of the 5-year strategy;
- inform the annual budget of the municipality and improve on efficiency to maximize the impact of available resources;
- re-affirm Council's strategic objectives and the medium term service delivery and development agenda;
- report on the MSDP review process which will ensure alignment with the IDP document;
- address the recommendations reflected in the assessment report culminated from LGMTEC engagement with provincial government in respect of the previous IDP review;
- review the development and operational strategies to ensure effective service delivery;
- review the institutional readiness of the organization to deliver on the strategic objectives of the IDP.

### 1.3 Process of the 2020/2021 IDP Review

The municipality developed an IDP & Budget Time Schedule, which serves as a "plan to plan" for the 3<sup>rd</sup> review of the 5 year IDP of Knysna Municipality. The IDP & Budget Time Schedule was approved by Council on **22 August 2019** with resolution number **SC04/08/19** and contains clear deliverables and specific timeframes. The purpose of the time schedule is to indicate and manage the planned activities and processes that the municipality will follow to review the IDP. It also co-ordinates the planning cycle between other strategic processes within the municipality such as the budget, SDBIP and the Annual Report of the municipality. Furthermore, this time schedule facilitates improved co-ordination with the planning cycles of other spheres of government.

It also identifies key role players such as the local communities, ward committees and other key municipal stakeholders that must be involved in the review of the IDP through an extensive public participation process. This enhances the credibility of the review process and enables the municipality to undertake development plans and render services that are more responsive to the needs and conditions of local communities. The illustration below describes the processes followed to review the IDP of Knysna Municipality:



**Figure 2:** Illustration of Preparation Process for the 2020/2021 IDP Review

### 1.3.1 IDP Amendment Process

The amended-review of the IDP aims to effect appropriate alignment with the draft annual budget as legislatively required. The Draft Review Spatial Development Framework (SDF) is integrated into the Draft Review IDP as stipulated in Section 26 of the Local Government: Municipal Systems Act (32 of 2000) and as such the SDF is reflected as a chapter of the amended-review IDP document.

### 1.4 Relationship between the IDP, Budget and Performance Management

The IDP is the principle-planning instrument, and informs the Municipal budget. Whilst the IDP focusses on planning, performance management is a management tool to monitor and evaluate the implementation of the programmes and projects identified in the IDP. One of the core components of a Performance Management System (PMS) is the Service Delivery Budget Implementation Plan (SDBIP), which sets quarterly targets aligned to the performance contracts of the Senior Managers so that the implementation of projects and key operational programmes which have been budgeted for in a particular financial year can be monitored.



Figure 3: IDP/Budget/Performance Management Cycle

### **The Constitution of the Republic of South Africa, 1996**

The Constitution of South Africa is the supreme law of the Republic of South Africa. Sections 152 and 153 respectively prescribe the objects of local government and the developmental duties of municipalities paving the way for an accountable government. With reference to Section 152 (1) the objects of local government are -

- (a) to provide democratic and accountable government for local communities;*
- (b) to ensure the provision of services to communities in a sustainable manner;*
- (c) to promote social and economic development;*
- (d) to promote a safe and healthy environment; and*
- (e) to encourage the involvement of communities and community organizations in the matters of local government.*

Section 2 further states that –

- (2) A municipality must strive, within its financial and administrative capacity, to achieve the objects set out in section (1).*

### **Local Government: Municipal Systems Act No. 32 of 2000**

The Local Government: Municipal Systems Act No. 32 of 2000 requires municipalities to develop Integrated Development Plans, which should be single, inclusive, and strategic in nature. The IDP of a municipality will guide development within the council's area of jurisdiction once adopted and the IDP should also be reviewed annually. The Act furthermore outline the process, which should be embarked on, to develop an IDP and what core components should be included in terms of the Local Government: Municipal Planning and Performance Management Regulations, 2001.

Section 34 requires that a municipal council –

- (a) must review its integrated development plan –*
  - (i) annually in accordance with an assessment of its performance measurements in terms of section 41; and*
  - (ii) to the extent that changing circumstances so demand; and*
- (b) may amend its integrated development plan in accordance with a prescribed process.*

### **Local Government: Municipal Financial Management Act No. 56 of 2003**

Section 21 (1), requires that the mayor of a municipality must –

- (a) co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible;*
- (b) at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for –*
  - (i) the preparation, tabling and approval of the annual budget;*
  - (ii) the annual review of –*
    - (aa) the integrated development plan in terms of section 34 of the Municipal Systems Act; and*
    - (bb) the budget-related policies;*
  - (iii) the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*
  - (iv) any consultative processes forming part of the processes referred to in sub-paragraphs (i), (ii) and (iii).*

Section 21 (2) states that, when preparing the annual budget, the mayor of a municipality must –

- (a) take into account the municipality 's integrated development plan;*
- (b) take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the Municipal Systems Act, taking into account realistic revenue and expenditure projections for future years;*
- (c) take into account the national budget, the relevant provincial budget, the national government 's fiscal and macro-economic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum.*

### **Spatial Planning and Land Use Management Act No 16 of 2013**

Section 20 (2) states that –

*(2) The municipal spatial development framework must be prepared as part of a municipality's integrated development plan in accordance with the provisions of the Municipal Systems Act.*

### **Disaster Management Act No 57 of 2002**

Section 53 (1) states that, each municipality must, within the applicable disaster management framework –


- (a) prepare a disaster management plan for its area according to the circumstances prevailing in the area;*
- (b) co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;*
- (c) regularly review and update its plan; and*
- (d) through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.*



# Chapter 2: Strategic Agenda


## 2.1 Strategic Analysis

Council creates the policy environment to enable the municipal administration to develop sustainable strategies, which will enable the municipality to effectively execute the mandate of local government in terms of the Constitution of South Africa, 1996. A comprehensive strategic planning process is required to develop and implement the long-term development strategy of Council. The IDP is the planning instrument that drives the process to address the socio-economic challenges as well as the service delivery and infrastructure backlogs experienced by communities in the municipality's area of jurisdiction. Strong political leadership, sound administration, and efficient financial management are some of the fundamental requirements to institutionalize the strategic development agenda of Knysna Municipality. The fourth Generation IDP outlines the strategic objectives, focus areas, and development priorities of the municipality. A number of external and internal factors influences how well Knysna Municipality utilizes its resources and align its efforts to keep track of the targets it has set for itself. The following SWOT Analysis of the municipality was done to assist Council to determine appropriate strategies to stimulate development in the Greater Knysna Municipal Area:

	STRENGTHS	WEAKNESSES	
<b>Natural Capital:</b>			
	<ul style="list-style-type: none"> <li>• Wide diversity of scenic landscapes</li> <li>• A variety of sought-after holiday and tourism destinations</li> <li>• Strong focus on conservation of the natural environment</li> <li>• Limited fire risks due to continuous monitoring and maintenance of alien vegetation</li> <li>• Alien vegetation management and monitoring initiatives minimise fire risks</li> </ul> 	<ul style="list-style-type: none"> <li>• Dry and warm climate trends make green vegetation dry and flammable, coupled with alien vegetation invasion impacts on run-off, indigenous vegetation, and coastal dune systems, and exacerbates fire risk.</li> <li>• Ensuing wild fires cause a range of imbalances, leading to adverse environmental and socio-economic results.</li> <li>• Inability to optimise the strategic and economic utilisation of municipal owned land and property.</li> <li>• Slow pace of land reform, especially in rural areas.</li> <li>• Water shortage across all settlements in Knysna that are predominantly dependent on river and/or groundwater abstraction system for water supply with high risk of experiencing insufficient flow volumes during prevailing drought conditions.</li> <li>• Pollution of watercourses and wetlands through illegal dumping, coastal dune systems, and overextension of sewerage treatment capacity.</li> <li>• Inappropriate development on the banks of watercourses, causing downstream silting and degradation of the water quality of important water bodies. This has a cost implication on the economy for example a decline in oyster production.</li> <li>• Limited effect of the estuary pollution management plan</li> </ul>	
<b>Economic:</b>			

	STRENGTHS	WEAKNESSES	
	<ul style="list-style-type: none"> <li>• Relatively well maintained economic infrastructure</li> <li>• Strong domestic tourism destination brand aligned to the estuary, mountains, and hospitality industry.</li> <li>• Timber related manufacturing, construction, agricultural, wholesale and retail industries</li> <li>• Well-developed linkages to vibrant Cape Town and Port Elizabeth economies</li> <li>• Competitive commercial and emerging farmers</li> <li>• Facilitating economic opportunities for local entrepreneurs</li> <li>• Vibrant informal trading industry</li> <li>• Large market demand for affordable housing</li> <li>• Variety of established festivals and world-class events</li> </ul>	<ul style="list-style-type: none"> <li>• Poor maintenance of CBD infrastructure and public amenities</li> <li>• High level of inequality (wide gap between rich and poor)</li> <li>• Limited progress with BBBEE at a local level</li> <li>• Seasonality of the economy and employment</li> <li>• Skills gap in basic business techniques</li> <li>• Limited access for SMMEs to sustainable business opportunities</li> <li>• Relatively high rate of unemployment and poverty</li> <li>• Limited entrepreneurial culture amongst local people</li> <li>• Short- and long-term affect of fire disaster on overall economic performance.</li> <li>• Impact of fire disaster on the distribution of income and scale and incidence of poverty</li> <li>• Economy is highly dependent on its underlying natural resource base, which is vulnerable due to climate change and urban pressure.</li> <li>• Long-term impact of disaster on visitor economy and downstream industries.</li> <li>• Knysna's visual amenity eroded by combination of poor planning decisions and vulnerability to disaster events.</li> <li>• High expectation of rural communities for municipality to create jobs</li> </ul> <p>Land market and topography reinforce segregated development patterns</p>	
<b>Social/ Culture:</b>			
	<ul style="list-style-type: none"> <li>• Diversity of local and international cultures with good international networks and economic linkages</li> <li>• English, Afrikaans, and Xhosa medium schools</li> <li>• Urban Conservation Guidelines and other strategies to maintain our cultural and architectural heritage</li> <li>• Relatively good distribution of social facilities and public amenities in all wards</li> <li>• Goodwill amongst residents and NGOs to assist with development and social relief initiatives in a collective and integrated manner</li> <li>• Functional youth advisory desk/ vibrant youth council</li> </ul>	<ul style="list-style-type: none"> <li>• Limited opportunities for youth development</li> <li>• Varying understanding of economic development objectives</li> <li>• Increasing levels of drug related crime and crime induced poverty</li> <li>• Increasing level of violence against women &amp; children</li> <li>• Increasing incidence of HIV/Aids and TB</li> <li>• High levels of alcohol &amp; substance abuse especially amongst the youth</li> <li>• Dependency on social grants and wage income by the poor</li> <li>• Low levels of educational attainment by labour force</li> <li>• Teenage pregnancies</li> <li>• High drop-out rate in schools</li> <li>• Limited integration of communities</li> </ul>	

	STRENGTHS	WEAKNESSES	
		<ul style="list-style-type: none"> <li>• Inadequate awareness campaigns for parents and children</li> </ul>	
<b>Institutional:</b>			
	<ul style="list-style-type: none"> <li>• Pool of skilled individuals linked to business and municipal management</li> <li>• Dynamic political and administrative leadership to drive the development agenda</li> <li>• Ability to attract highly skilled labour (excl. scarce skills)</li> <li>• Highly skilled ex-professionals available to assist municipality (grey power)</li> <li>• Functional libraries and museums</li> <li>• Accessibility to good quality public facilities</li> <li>• Excellent track record in delivery of quality human settlement projects</li> <li>• Loss in revenue from economic and residential activity may be partially offset by increased flows of disaster funding.</li> <li>• Ward committee works as a team/ are effective and hard working</li> </ul>	<ul style="list-style-type: none"> <li>• Relatively high wage bill inside the municipality</li> <li>• Limited collaboration efforts between spheres of government</li> <li>• Shortage of middle income housing opportunities</li> <li>• Inadequate disaster management readiness</li> <li>• Impact of disaster on municipal finances due to additional expenditure and redeployment of planned expenditure, reduction in revenue due to lower economic activity.</li> <li>• Underspending on infrastructure repairs and maintenance indicates inefficient urban growth and risks to the environment.</li> <li>• Impact of poor land use planning decisions on economic efficiency, municipal viability, and vulnerability to disasters.</li> <li>• Encroachment of human activity on natural buffers reduces climate change resilience, municipal viability, and economic efficiency.</li> <li>• Urban expansion, including informal settlements, existing land use rights and recent approvals impact on sensitive natural systems.</li> <li>• Relatively high turn-over of strategic positions within the municipality</li> <li>• Delayed recruitment of strategic management positions (Directors)</li> <li>• Limited institutional capacity in respect of Disaster Management positions and functional structures.</li> <li>• Slow delivery of GAP housing/ low cost housing</li> <li>• Lack of basic services in the same informal areas</li> </ul>	

OPPORTUNITIES		THREATS	
Natural Capital:			
<ul style="list-style-type: none"><li>• Unlocking of disaster funding for slope stabilisation and clearing of alien vegetation,</li><li>• Using invasive plant material as building material to build labour intensive, cost effective, fire resistant housing.</li><li>• Burn scar on the natural environment to be rehabilitated for eco-tourism purposes.</li><li>• Opportunities to replant with low fire load, high-biomass indigenous plants to establish new economies relating to biomass-to-energy technologies</li><li>• Establishment and management of Knysna Open Space Network as a recreational, tourism, economic and risk management system</li></ul> 	<ul style="list-style-type: none"><li>• Infrastructure development in wetlands, on coastal dunes, in critically endangered ecosystems and in high hazard areas for extreme climate events should be avoided.</li><li>• Burn scar may become infested with alien vegetation, which will lower species diversity and continue to make area unstable because natural vegetation is better at ensuring landslides do not develop. Changing of vegetation from indigenous to alien will negatively affect fauna which depends on the vegetation for survival</li><li>• Climate change likely to result in sea level rise and increased vulnerability to coastal storms;</li><li>• Fluctuating rainfall patterns will impact on water infrastructure and water supply, impacting on unsustainable water supply and water quality issues.</li><li>• Potential illegal and mass land occupations of greenfield sites</li></ul>		
Economic:			
<ul style="list-style-type: none"><li>• Growth in both domestic and international tourism markets</li><li>• Collaboration and improved coherence amongst established and emerging businesses</li><li>• Volatile exchange rate</li><li>• Narrowing agriculture profit margins</li><li>• Fluctuations in the tourism industry</li><li>• Development-oriented political and administrative leadership</li><li>• Sound financial management &amp; viability</li><li>• Optimal utilisation of municipal owned land and properties</li><li>• Development and business incentives offered as part of rebuild programme</li><li>• Positive knock-on effects of rehabilitation and reconstruction efforts, such as increased activity in construction sector.</li><li>• Spatial restructuring and urban consolidation opportunities arising from rebuild programme. Possible opportunity to secure well-located but more affordable land, as well as consolidating neighbourhoods through appropriate mixed use</li></ul>	<ul style="list-style-type: none"><li>• High level of inequality</li><li>• Relatively high electricity and water tariffs</li><li>• Political dynamics</li><li>• Lack of youth development program</li><li>• Influence of foreigners over spaza shops</li><li>• Relatively low skills base</li><li>• Civil unrest/regular protest action</li><li>• Lack of unity within business</li><li>• Volatile exchange rate</li><li>• Fluctuations in the tourism industry</li><li>• Business property tax</li><li>• High property tax and service charges</li><li>• Increase in alcohol abuse and drug related crimes</li><li>• Poorly educated labour force</li><li>• High HIV/Aids and TB prevalence</li><li>• Slow post-disaster recovery of economy.</li><li>• High dependency on tourism makes the economy especially vulnerable to the impact of fire disaster.</li><li>• Impact of fire on Knysna image as premier tourism destination</li><li>• Permanent closure of businesses affected by fire.</li></ul>		


	OPPORTUNITIES	THREATS	
	<p>and mixed income development in well-located nodes.</p> <ul style="list-style-type: none"> <li>• Job opportunities, skills development and public-private collaboration arising from rebuild programme</li> <li>• Reinvigoration of Knysna town through context-sensitive social housing (e.g. Heidevallei)</li> <li>• Promote festivals/ events to attract more visitors</li> </ul>	<ul style="list-style-type: none"> <li>• Adverse effect of closed down businesses damaged in the fire disaster</li> <li>• Increase in unemployment rate due to fire disaster.</li> <li>• Residential property owners choose not to rebuild houses destroyed by fire</li> <li>• Adverse impact of fire on rates and tariff revenue</li> <li>• Expedited planning approvals may result in inefficient and undesirable forms of development</li> <li>• High unemployment contributes to poverty &amp; increases crime</li> </ul>	
<b>Social/ Culture:</b>			
	<ul style="list-style-type: none"> <li>• Social upliftment through youth development program</li> <li>• Commitment to strengthening local government sphere</li> <li>• Integration and alignment of strategic planning processes</li> <li>• Established effective intergovernmental relations</li> <li>• Effective communication platforms with the community</li> <li>• Integration of communities arising from social housing development</li> <li>• Functional youth advisory desk, to provide school learners with access to bursaries and career guidance</li> <li>• Improved access for people with disability</li> </ul>	<ul style="list-style-type: none"> <li>• Unrealistic demand from residents for service delivery and infrastructure development</li> <li>• Limited resources to address the service delivery and infrastructure demands &amp; backlogs</li> <li>• Workers laid off as result of disaster disengage from economy due to limited alternative opportunities</li> <li>• Accelerated in-migration based on perceived employment and housing opportunities associated with Rebuild programme</li> <li>• Unrealistic expectation of rapid and complete recovery from residents and business owners.</li> </ul>	
<b>Institutional:</b>			
	<ul style="list-style-type: none"> <li>• Expanded Public Works Programme (EPWP)</li> <li>• Community Works Programme (CWP)</li> <li>• SETA's and Learnerships</li> <li>• Good work ethics amongst staff and councillors</li> <li>• Reviewing of the organisational structure of the municipality</li> <li>• Exploring of public private partnerships to improve service delivery</li> <li>• Effective inter-governmental relations with other spheres</li> <li>• Improvement of strategic, administrative and implementation systems driven by urgency of rebuild programme</li> <li>• Skills development opportunities associated with rebuild programme and supported by Expanded Public Works Programme (EPWP)</li> </ul>	<ul style="list-style-type: none"> <li>• Exploring of partnerships with private sector and NGO's to improve service delivery and facilitate development of government</li> <li>• Limited co-operation between local government and private business sector</li> <li>• Developers taking advantage of expedited planning approval processes resulting in forms of development, which is inefficient and undesirable.</li> <li>• Limited support / co-operation from other spheres of government</li> </ul>	

	OPPORTUNITIES	THREATS	
	<ul style="list-style-type: none"> <li>• Relaxation of SCM procedures to accelerate implementation</li> <li>• Opportunities for the youth, through the optimal utilisation of facilities</li> <li>• Upgrading of bulk infrastructure</li> </ul>		



**Table 1:** SWOT Analysis of Knysna Municipality

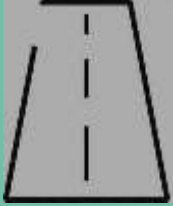

## 2.2 Strategic Objectives

The Council of Knysna Municipality crafted a set of strategic objectives that are aligned to the national strategic focus areas as well as the Provincial Strategic Goals of the Western Cape Government. The table below shows the Strategic Objectives and identifies some possible game changing interventions through which the municipality intends to realise those objectives. This is intended to guide directorates within the municipality to develop departmental business plans with specific deliverables and targets to give effect to the strategic objectives of Council, which remained unchanged for this cycle of IDP review.

Strategic Objective	TO IMPROVE AND MAINTAIN CURRENT BASIC SERVICE DELIVERY THROUGH SPECIFIC INFRASTRUCTURAL DEVELOPMENT PROJECTS		
Focus area	Challenges	Interventions	
<b>Sanitation</b> 	<ul style="list-style-type: none"> <li>• Migration patterns result in a rapid increase in population growth in the Knysna area</li> <li>• Mushrooming informal housing settlements and the upgrading thereof place excessive pressure on the existing services and infrastructure capacity</li> <li>• Uncontrolled informal settling in the road reserve and other SANRAL land makes the provision of basic services and infrastructure virtually impossible</li> <li>• Anything other than a full waterborne system is perceived as a lower standard of service.</li> <li>• Limited resources are available to alleviate the sanitation backlogs</li> <li>• Vandalism of sanitation infrastructure and public amenities</li> <li>• Sub-standard quality of effluent from WWTW's</li> <li>• Dependency on conventional sanitation technologies</li> </ul>	<ul style="list-style-type: none"> <li>• To explore the utilisation of alternative household sanitation systems and to educate the community in respect of appropriate use of such systems</li> <li>• To conduct a comprehensive survey on sanitation backlogs especially in informal settlements and remote rural areas which will inform the sanitation master planning</li> <li>• Implement an acceleration programme to provide adequate basic sanitation to all households by 2022 with the assistance of other spheres of government</li> <li>• Implement an effective maintenance plan for all sanitation infrastructure</li> <li>• Effective implementation of the Access to Basic Services (ABS) programme with the assistance of Department of Human Settlements</li> <li>• Building bathrooms onto existing houses in GKMA</li> <li>• Incremental and systematic raising of standards of service provision (E.g.; Sanitation facilities in forestry villages)</li> <li>• Feasibility study to convert Knysna WWTW to a waste-to-energy plant and improve capacity, supply grey water to industries as well as improve effluent quality</li> <li>• Feasibility study to establish an additional WWTW at the Windheuwel site.</li> </ul>	



Focus area	Challenges	Interventions
		<ul style="list-style-type: none"> <li>• Implement an effective maintenance plan for the Knysna WWTW and undertake upgrades as required to prevent pollution of the Knysna Estuary.</li> <li>• Mitigate against pollution of the rivers from human activities as well as pollution of the Knysna estuary caused by influx from the polluted rivers as well as the WWTW and CBD storm water channels.</li> </ul>
<p><b>Water Supply</b></p> 	<ul style="list-style-type: none"> <li>• There are still a large number of households who do not have access to drinking water inside their homes or on their premises especially in informal settlements</li> <li>• Limited budget is available to alleviate the water supply backlogs in the GKMA</li> <li>• Migration patterns has an adverse impact on the already limited water resources of the municipality</li> <li>• None of the water treatment systems have Blue Drop Status</li> <li>• Knysna is predominantly dependent on river and groundwater abstraction systems for water supply, and face a high risk of insufficient flow volumes given fluctuating rainfall patterns arising from climate change.</li> </ul> <p>Water security has been severely compromised due to the limited storage infrastructure especially during drought situations.</p>	<ul style="list-style-type: none"> <li>• Providing of quality drinking water to all formal households</li> <li>• To conduct a comprehensive survey on water services backlogs especially in informal settlements and remote rural areas which will inform the water services master planning</li> <li>• Providing of basic level of water to all informal households – within 200m</li> <li>• To maintain all municipal water assets to extend the lifespan of assets within available budget</li> <li>• Improve water management capacity to ensure sustainable water provision during dry summer season</li> <li>• Implementation of water management devices at indigent households</li> <li>• Upgrading of the Charlesford pump storage scheme</li> <li>• Conduct research and develop a water security plan to secure the valuable resource over the next 50 years.</li> <li>• Facilitate the implementation of alien clearing programmes along river systems via partnerships and incentives to landowners.</li> </ul>
<p><b>Electricity</b></p> 	<ul style="list-style-type: none"> <li>• Electrification is dependent on funding from other spheres of government</li> <li>• Limited availability of qualified and competent electrical technicians</li> <li>• Proper township establishment is a pre-requisite for electrification of informal settlements</li> <li>• High cost of electricity for end users and potential developers</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure access to electricity to most households in formalised areas</li> <li>• To increase intake of Knysna Eastford and Sedgfield substations by 2020 and minimise electricity losses</li> <li>• To consider alternative energy supply opportunities</li> <li>• To maintain all municipal electricity assets in order to extend the lifespan of assets</li> <li>• Annually review the infrastructure maintenance plan and maintain assets within available budget</li> <li>• Accelerated programme for the electrification of informal settlements with INEP funding from the Department of Energy</li> </ul>

Focus area	Challenges	Interventions
	<ul style="list-style-type: none"> <li>Feasibility of overhead distribution network vs. underground cabling</li> </ul>	<ul style="list-style-type: none"> <li>Electrification must be incorporated in the establishment of new residential developments</li> <li>Accelerated implementation of high mast lighting master plan in low cost housing developments</li> </ul>
<b>Streets and Storm Water Management</b> 	<ul style="list-style-type: none"> <li>Relatively poor condition of roads infrastructure especially in township areas</li> <li>Irregular maintenance of roads infrastructure</li> <li>Ineffective public transport and ITC networks in certain areas limits connectivity and subsequent access to economic opportunities</li> <li>Roads infrastructure backlog (estimated at R85m) is much higher than available financial resources</li> <li>Absence of proper storm water infrastructure in certain areas</li> </ul>	<ul style="list-style-type: none"> <li>To improve the conditions of all roads, streets and storm water drainage systems in terms of the RRAMS and Storm Water Master Plan</li> <li>Implementation of an effective pothole repair programme</li> <li>Implementation and monitoring of MIG and EPWP projects to be completed within required timeframes</li> <li>To maintain all municipal streets and storm water assets to extend the lifespan of assets</li> <li>Forming partnerships with property owners and private sector stakeholders to assist with the upgrading and maintenance of roads infrastructure</li> <li>Re-opening the discussions with SANRAL to conduct a feasibility study for the much anticipated N2 re-alignment initiative (N2 by-pass)</li> <li>Develop a comprehensive transportation framework plan to address the ineffective traffic flow and public transport systems in the GKMA</li> </ul>
<b>Integrated Human Settlements</b> 	<ul style="list-style-type: none"> <li>Increasing demand for adequate quality housing opportunities</li> <li>Limited availability of suitable land for implementation of human settlement projects</li> <li>Housing delivery is dependent on funding from other spheres of government</li> <li>Migration trends resulting in an increase in population which subsequently increase the demand for houses at the lower end of the income bracket</li> <li>Uncontrolled settlement of people on municipal or SANRAL land</li> <li>Limited resources for emergency housing initiatives as a result of disaster situations</li> <li>Urban expansion, including informal settlements, existing land uses impact on sensitive natural systems, increases vulnerability</li> </ul>	<ul style="list-style-type: none"> <li>To provide housing opportunities and secure land tenure</li> <li>Compile a GAP Housing Strategy that is in line with a long term Human Settlement Plan to meet the growing demand for social housing opportunities</li> <li>Conduct an audit of all state-owned land which can be utilised for human settlement purposes (e.g.: Kruisfontein, Windheuwel)</li> <li>Human Settlement Plan to be reviewed and updated as part of the MSDF review process</li> <li>To formalise informal settlements where possible and appropriate</li> <li>To decrease the housing backlog and reduce the housing waiting list per ward</li> <li>Pro-actively re-align the planning processes for housing development with national and provincial funding cycles</li> <li>Effective co-ordination of statutory processes to accelerate the delivery of housing opportunities</li> <li>Availability of SANRAL land for human settlement purposes</li> <li>Effective planning of Temporary Relocation Sites (TRA's) which reduces hazardous fire risks</li> </ul>




Focus area	Challenges	Interventions
	<ul style="list-style-type: none"> <li>to disaster and results in a mounting infrastructure maintenance backlog.</li> <li>Potential risk of illegal land occupation in ecologically sensitive areas</li> <li>Perpetuation of segregated settlement patterns through subsidised housing programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Using invasive plant material as a key input into building labour intensive, cost-effective and fire-resistant housing.</li> <li>Provide opportunities for rental stock</li> <li>Provide opportunities for integrated housing projects at Heidevallei</li> </ul>

Strategic Objective TO CREATE AN ENABLING ENVIRONMENT FOR SOCIAL DEVELOPMENT AND ECONOMIC GROWTH		
Focus Area	Challenges	Interventions
<b>Decent employment opportunities and job creation</b>	<ul style="list-style-type: none"> <li>The slow growth in the local economy has resulted in increased unemployment and decreased job creation, as well as a decline in revenue</li> <li>Lack of incentives to attract meaningful investment</li> <li>Slow pace of land reform especially in rural areas</li> <li>Seasonality of the economy and resultant employment opportunities</li> <li>Recovering initiatives after the negative impact of the recent fire disasters on the local economy</li> <li>Lack of funding to roll out planned interventions, slow turnaround time, staff capacity constraints.</li> </ul>	<ul style="list-style-type: none"> <li>Review land-use management practices and collaboration amongst key stakeholders to align development plans</li> <li>Assess all Council property holdings for investment and/or development purposes</li> <li>Reduce poverty and unemployment through optimal implementation of EPWP and CWP job creation initiatives</li> <li>Training &amp; skills development for SMME's through improved participation in the Knysna Municipality Incubator Programme</li> <li>Increase employment opportunities for women, youth and people with disability annually by 10%</li> <li>To empower local emerging contractors through catalytic infrastructure projects in all spheres of government</li> <li>Establish effective partnerships with the business sector</li> <li>Foster a culture of entrepreneurship through increased participation in market days</li> <li>Repair and replace tourism signs and tourism infrastructure where required</li> <li>PR campaign to promote Knysna as a world class tourism destination which is open for business</li> <li>Development of a Knysna Renewal Strategy as part of the Garden Route Rebuild Initiative (GRRRI)</li> <li>Development of a Tourism Destination Marketing Plan</li> <li>Revitalisation project of the Knysna CBD</li> </ul>
<b>Rural development</b>	<ul style="list-style-type: none"> <li>Remote location of rural communities and settlements makes the cost for basic services and infrastructure non-feasible (forestry villages)</li> </ul>	<ul style="list-style-type: none"> <li>Apply the Garden Route District SDF guidelines for investment in rural nodes</li> <li>To facilitate the implementation of a marketing and investment plan which also focuses on agri-tourism</li> </ul>

Focus Area	Challenges	Interventions
	<ul style="list-style-type: none"> <li>Limited economic opportunities for rural communities</li> <li>Limited access to government services for rural communities</li> <li>High cost and in-effective public transport systems for rural communities</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of development programmes through the Comprehensive Rural Development Programme (CRDP) in rural nodes of Rheenendal, Karatara and surrounding farming areas</li> <li>Secure significant socio-economic and infrastructure investment through the CRDP initiative</li> <li>Strong rural development focus in Knysna SDF review process</li> <li>Promote inclusive living spaces and “complete villages” where possible by directing investment that complements existing demographics and consolidates existing economies.</li> </ul>

Strategic Objective TO PROMOTE A SAFE AND HEALTHY ENVIRONMENT THROUGH THE PROTECTION OF OUR NATURAL RESOURCES		
Focus Area	Challenges	Interventions
Environmental Conservation	<ul style="list-style-type: none"> <li>The impact of the disaster on the natural landscape and system require both immediate hazard mitigation and long-term rehabilitation measures.</li> <li>Climate change has a direct impact on agricultural production, the sustainability of the community and vulnerability to extreme weather events</li> <li>Poorly maintained beaches impacts negatively on tourism perceptions</li> <li>Alien invasive plants species are prevalent</li> </ul>	<ul style="list-style-type: none"> <li>To facilitate the improved management of our natural environment</li> <li>Commission research on alternative energy sources to reduce the impact on the environment</li> <li>Develop a comprehensive Climate Change Adaptation Strategy</li> <li>Pro-active strategy to mitigate the risk of potential environmental disasters</li> <li>Effective implementation of an alien vegetation eradication programme on state and privately owned land</li> <li>Implementation of the proposed Mission: Zero Waste initiative</li> <li>Implementation of an incentivised green rebates policy</li> <li>Promote inclusive living spaces.</li> <li>Identify risk prone areas / hotspots.</li> <li>Prioritise areas in accordance with long-term conservation objectives and what needs to be done in which period to ensure these objectives.</li> <li>Short-term rehabilitation (e.g. clearing of alien vegetation, stabilisation of slopes) to be prioritised based on factors that affect slope erosion and long-term conservation priorities</li> <li>Drafting of an Urban Design Framework for the upgrading Green Hole at Leisure Island.</li> </ul>
Disaster management	<ul style="list-style-type: none"> <li>Climate change will have an impact on the likelihood of natural</li> </ul>	<ul style="list-style-type: none"> <li>To enhance effective disaster management and fire</li> </ul>

Focus Area	Challenges	Interventions
	<p>disasters (e.g. rising sea level, etc.)</p> <ul style="list-style-type: none"> <li>The Knysna municipal area has been prone to natural disasters such as floods and droughts in the recent past</li> <li>Regular occurrences of fires in informal settlements and veld fires</li> <li>Limited accessibility for emergency vehicles in informal settlements</li> <li>Relatively slow reaction time to fires in remote rural areas</li> <li>High cost of resources required to combat disasters</li> </ul>	<p>services in conjunction with Garden Route District Municipality</p> <ul style="list-style-type: none"> <li>Annual review and effective implementation of the Disaster Management Plan</li> <li>Improve the capacity of the disaster management unit to deliver the function effectively</li> <li>To facilitate community safety initiatives and awareness programmes</li> <li>Establishment of adequately resourced satellite fire stations in remote areas</li> <li>Risk reduction and contingency planning</li> <li>Fire breaks, slope stabilisation, alien vegetation clearing</li> <li>Development of a business model and SOP to share resources between neighbouring municipalities and provincial government in the case of a disaster</li> </ul>

Strategic Objective	TO CREATE AN ENABLING ENVIRONMENT FOR SOCIAL DEVELOPMENT AND ECONOMIC GROWTH	
Focus Area	Challenges	Interventions
<b>Youth development</b>	<ul style="list-style-type: none"> <li>Increasing youth unemployment rate</li> <li>Increasing involvement of youngsters in criminal activity</li> <li>Relatively high rate of teenage pregnancies</li> <li>Low skill level of local youth</li> <li>Limited opportunities for youth entrepreneurs</li> <li>High rate of early school leavers</li> <li>Alcohol and substance abuse especially amongst the youth</li> </ul>	<ul style="list-style-type: none"> <li>Youth development programmes championed by the Knysna Municipality Youth Council</li> <li>Collaboration with sector departments, NGO's and the private sector to enhance the impact of youth development programmes</li> <li>Facilitate skills development and economic opportunities for youth entrepreneurs</li> </ul>
<b>Care for the elderly</b>	<ul style="list-style-type: none"> <li>Inadequate capacity of retirement homes for the elderly</li> </ul>	<ul style="list-style-type: none"> <li>Knysna Municipality and Department of Social Development (DSD) to draft a MOU to determine their individual roles and responsibilities that will enable them to assist with the identification and implementation of social programmes that will improve the livelihoods of communities</li> </ul>
<b>Opportunities for women and people living with disability</b>	<ul style="list-style-type: none"> <li>Not all the public amenities in the municipal area are disabled friendly</li> </ul>	<ul style="list-style-type: none"> <li>Conduct an audit of public facilities that are not disabled friendly</li> <li>To improve access to public amenities – for people living with disabilities (e.g.: Municipal building)</li> </ul>

Focus Area	Challenges	Interventions
	<ul style="list-style-type: none"> <li>• Women and children are exposed to gender-based violence</li> <li>• Increase in sex related crime especially against children</li> </ul>	<ul style="list-style-type: none"> <li>• To promote employment equity by focusing on disabled in the employment equity plan and recruitment processes</li> </ul>
<b>HIV/Aids awareness</b>	<ul style="list-style-type: none"> <li>• People in rural areas have limited access to quality primary health care facilities</li> <li>• The HIV and TB prevalence have increased during the past few years</li> </ul>	<ul style="list-style-type: none"> <li>• To facilitate the implementation of an effective HIV/Aids awareness campaign in partnership with the relevant sector departments</li> <li>• To establish partnerships to improve social conditions of communities by means of MOU's with relevant sector departments</li> <li>• Preventative programmes for TB, HIV/AIDS and other prevalent diseases</li> </ul>

**Strategic Objective**

**TO GROW THE REVENUE BASE OF THE MUNICIPALITY**

Focus Area	Challenges	Interventions
<b>Sound Financial Planning</b>	<ul style="list-style-type: none"> <li>• Limited financial resources to fund basic services, address backlogs, maintain existing infrastructure, is exacerbated by the underfunding of government departments and the impact of slow growth in the economy</li> <li>• Although the municipality would like to provide wider access to free basic services, the debtor levels and unwillingness of certain communities to pay for specific services remains a challenge.</li> <li>• Further challenges include the continuous increase in staff costs and the integration of municipal systems.</li> <li>• Direct costs due to physical damage to capital assets, including buildings and infrastructure.</li> <li>• Reduced revenue projections due to lower re-valuation of properties that destroyed or affected by the fire disaster. Affected residents and businesses not re-investing insurance benefits into reconstruction. Knock-on impact of municipality-wide decline in property values due to property surplus, due to increase in supply and decline in demand.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a long term financial strategy for Knysna Municipality</li> <li>• Developing a Capital Investment Framework to align capital investment and budgeting processes across all spheres of government (as required by the Spatial Planning and Land Use Management Act)</li> <li>• Implementing a Revenue Enhancement Strategy to identify additional sources of revenue for financing major capital projects and maintenance of assets</li> <li>• Reviewing and effectively implementing the debt collection policy</li> <li>• Conversion to pre-paid systems for all municipal services</li> <li>• Sweating of municipal assets to optimise its economic potential</li> <li>• To improve financial efficiencies by introducing and monitoring cost saving measures</li> <li>• Effective Implementation of municipal-wide risk management strategies</li> <li>• Put systems and procedures in place to regain the Clean Audit of the municipality through OPCAR</li> </ul>

Focus Area	Challenges	Interventions
	<ul style="list-style-type: none"> <li>• Less consumption of services from residents and businesses which have been adversely affected by the fire disaster</li> <li>• Long-term affordability of current and future infrastructure within a context of declining government funding.</li> <li>• Cost of financial incentives to developers, businesses, and households to stimulate recovery efforts.</li> </ul>	<ul style="list-style-type: none"> <li>• Offset reduced government revenue by increased flows of external assistance (e.g. disaster funding, donations)</li> <li>• Explore the feasibility of Special Rates Areas (SRA's)</li> </ul>

Strategic Objective	TO STRUCTURE AND MANAGE THE MUNICIPAL ADMINISTRATION TO ENSURE EFFICIENT SERVICE DELIVERY	
Focus Area	Challenges	Interventions
<b>Institutional Capacity Building</b>	<ul style="list-style-type: none"> <li>• The recruitment process for the appointment of the Municipal Manager position still needs to be finalized</li> <li>• Even though the municipal vacancy rate has improved significantly, and nearly 80% of all posts have been filled, the frequent staff turn-around remains a challenge.</li> <li>• The ability to attract scarce skills, as well as availability of funding to develop human resources remains a challenge.</li> <li>• High cost of staff structure limits the filling of new posts</li> <li>• Limited co-operation between the municipality and private sector</li> <li>• The lack of adequate office space for administration to serve the public and operate efficiently remains a challenge.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuously improve the capacity of municipal staff and councillors to achieve the strategic objectives of Council</li> <li>• Implementation of the newly approved Organisational Structure of the municipality</li> <li>• Utilisation of local retired professionals (Grey Power) to assist with technical expertise</li> <li>• To identify areas for training and development to enhance service delivery</li> <li>• Implement an effective staff succession and retention policy</li> <li>• Conduct an organisation-wide functionality and productivity audit</li> <li>• Institute an enterprise-wide performance management system.</li> <li>• Implement an integrated workflow tool to improve joint planning between municipal departments</li> <li>• Appoint a service provider to make a recommendation regarding the office layout and space required to operate efficiently as a municipality.</li> <li>• Conduct a change capacity assessment to identify the challenges the municipality will face when they adapt to data governance programme and organisational change.</li> </ul>

Strategic Objective			TO ENCOURAGE THE INVOLVEMENT OF COMMUNITIES IN THE MATTERS OF LOCAL GOVERNMENT, THROUGH THE PROMOTION OF OPEN CHANNELS OF COMMUNICATION
Focus Area	Challenges	Interventions	
Ward committee System	<ul style="list-style-type: none"> <li>• Optimal functioning of the ward committee system to improve public participation</li> <li>• Improved communication between ward committees and the constituencies they represent</li> <li>• Capacity building and training programmes for ward committees</li> <li>• Limited collaboration between municipality and other government sector departments in public participation processes</li> </ul>	<ul style="list-style-type: none"> <li>• To enhance the effectiveness of ward committees by providing them with the required resources to function optimally</li> <li>• Capacity building &amp; training of ward committees in municipal systems, IDP, Community Based Planning (CBP) and performance management processes</li> <li>• Include vulnerable groups in stakeholder forums and ward committees</li> <li>• Hosting of regular Ward Committee Summits in partnership with relevant government sector departments</li> </ul>	
Communication	<ul style="list-style-type: none"> <li>• Improved Intergovernmental Relations (IGR) with other spheres of government</li> <li>• Ineffective communication strategy between the municipality and stakeholders</li> <li>• Current public participation process do not yield the desired outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• To improve municipal communication internally and externally</li> <li>• Drafting and implementation of a comprehensive Communication Strategy which identify multiple tailor-made communication solutions for different stakeholders (horses-for-causes)</li> <li>• Establish sector forum engagements to facilitate meaningful participation</li> <li>• Livestreaming of major municipal activities and events</li> </ul>	
Responsive and accountable system of Local Government	<ul style="list-style-type: none"> <li>• Councillors to have more frequent feedback and consultation sessions with communities</li> <li>• Effective response to complaints and suggestions by citizens</li> <li>• Allocation of resources in the budget must reflect the real needs of communities</li> </ul>	<ul style="list-style-type: none"> <li>• To establish service level agreements with communities and align with performance management to ensure high quality service delivery standards.</li> <li>• Implementation of a satisfactory client service system at all municipal outlets (CRM)</li> <li>• Establishment of '086 Knysna' for centralizing the complaints management system</li> <li>• Implementation of a hotline to report suspicion of alleged misconduct, fraud or corruption</li> <li>• Effective oversight role of Council through MPAC and other platforms</li> <li>• Appropriate communication structures have been created to improve communications with fire victims and rest of the community</li> </ul>	

**Table 2:** Strategic Objectives of Council



# Chapter 3: Strategic Policy Alignment

## 3.1 Municipal Planning and Strategic Policy Alignment

Knysna Municipality must ensure a co-ordinated strategic relationship with other spheres of government and that is why Knysna's IDP must be aligned to other key planning and policy instruments from the national, provincial and district government levels. The IDP process provides an effective platform to strengthen such strategic alignment, which gives effect to the undermentioned legislation:

**In terms of section 24 of the Local Government: Municipal Systems Act No. 32 of 2000 -**

*(1) The planning undertaken by a municipality must be aligned with, and complement, the development plans, and strategies of other affected municipalities and other organs of state to give effect to the principles of co-operative government contained in section 41 of the Constitution.*

*(2) Municipalities must participate in national and provincial development programmes as required in section 153(b) of the Constitution.*

Knysna Municipality has aligned its strategic objectives with national and provincial development policies, strategies, and programmes, in order to ensure that our combined resources are directed at the effective implementation of the IDP, which aspires to align with the following policy and strategic frameworks:

### 3.1.1 National

- **Sustainable Development Goals**

The United Nations adopted a new development agenda aimed at facilitating the reduction of worldwide poverty, improved prosperity, and economic development and at the same time ensuring the conservation of the natural resources of the planet. The developed SDG's aims to build on the global impact of the former Millennium Development Goals. The following figure illustrates the sustainable development goals to be reached by 2030:



Figure 3: Sustainable Development Goals

- **The National Development Plan (NDP)**

Government places a high priority on the implementation of the National Development Plan (NDP) commonly referred to as Vision 2030. This strategic imperative 2030 has become the compass by which the national government endeavours to steer the development path of South Africa into the future. The broad goals of this plan are to reduce unemployment, alleviate poverty, and reduce inequality.



**Figure 4:** National Development Plan 2030 Vision

**Table 3** below illustrates the alignment of the strategic objectives of Knysna Municipality with the objectives of the National Development Plan and indicates the programmes/projects, which the municipality is currently embarking on that, will significantly contribute towards strengthening those objectives:



NDP CHAPTER	NDP OBJECTIVE	MUNICIPAL STRATEGIC OBJECTIVE	IDP PROGRAMME
<b>Economy and Employment</b>	<ul style="list-style-type: none"> <li>• Have an economy that will create more jobs</li> <li>• Create 2 million job opportunities by 2030</li> </ul>	To create an enabling environment for social development and economic growth.	<ul style="list-style-type: none"> <li>• Establishment of a database of unemployed people</li> <li>• Effective implementation of the CWP and EPWP programmes.</li> <li>• CWP job opportunities were effectively implemented</li> <li>• In 2018 EPWP created 814 jobs in all four quarters</li> </ul>
<b>Economic Infrastructure</b>	<ul style="list-style-type: none"> <li>• Improve infrastructure &amp; Building safer communities</li> <li>• Increase the number of people with access to electricity at least by 90% in 2030</li> </ul>	To improve and maintain current basic service delivery through specific infrastructural development projects.	<ul style="list-style-type: none"> <li>• Upgrading the capacity of the electricity network</li> <li>• Electrification of informal settlements where township development has taken place to facilitate access to more households</li> <li>• Partnerships with private sector to explore alternative energy Sources</li> </ul>
	Ensure that all people have access to clean, potable water by 2030	To improve and maintain current basic service delivery through specific infrastructural development projects.	<ul style="list-style-type: none"> <li>• Ensuring of adequate sustainable water sources through detailed and pro-active master planning</li> <li>• Maintaining high quality drinking water to all citizens by aspiring to improve water systems to Blue Drop status</li> </ul>
	Create public transport that will be user friendly, less environmentally damaging, cheaper and integrated by 2030	To improve and maintain current basic service delivery through specific infrastructural development projects.	<ul style="list-style-type: none"> <li>• Implementation of an Integrated Transport Plan (ITP) that also facilitate effective &amp; efficient public transport systems as well as safe non-motorized transport initiatives</li> </ul>
<b>Environmental Sustainability</b>	<ul style="list-style-type: none"> <li>• Have environmental sustainability and resilience</li> <li>• Set a target for land and oceans under conservation.</li> </ul>	To create an enabling environment for social development and economic growth.	<ul style="list-style-type: none"> <li>• Strictly adhere to all NEMA principles in all developments</li> <li>• Implementation of the Environmental Management Plan (EMP) and Strategic Environmental Assessment (SEA) for the GKMA</li> </ul>
	Achieve the peak, plateau and decline trajectory for greenhouse gas emissions, with the peak being reached around 2025	To promote a safe and healthy environment through the protection of our natural resources.	<ul style="list-style-type: none"> <li>• Development of a Climate Change Adaptation Strategy</li> <li>• Implementation of the Air Quality Management Plan</li> </ul>
	Entrench an economy-wide carbon price by 2030	To promote a safe and healthy environment through the protection of our natural resources	<ul style="list-style-type: none"> <li>• Exploring of sustainable alternative energy sources</li> </ul>

NDP CHAPTER	NDP OBJECTIVE	MUNICIPAL STRATEGIC OBJECTIVE	IDP PROGRAMME
	Zero emission building standards by 2030	To promote a safe and healthy environment through the protection of our natural resources.	<ul style="list-style-type: none"> <li>• Implementation of the new eco-friendly building regulations</li> <li>• Promote the use of solar geysers in households and municipal buildings</li> </ul>
	Absolute reductions in the total volume of waste disposed to landfill each year	To promote a safe and healthy environment through the protection of our natural resources	<ul style="list-style-type: none"> <li>• Review and adoption of an Integrated Waste Management Plan to include effective and efficient Waste Minimization Strategies</li> <li>• Implementation of the Mission: Zero Waste initiative</li> </ul>
	Improved disaster preparedness for extreme climate events	To promote a safe and healthy environment through the protection of our natural resources.	<ul style="list-style-type: none"> <li>• Development of a Climate Change Adaptation Strategy</li> <li>• Implementation of comprehensive Disaster Management Plan which also considers the risk of Climate Change and Global Warming</li> </ul>
	Increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture	To promote a safe and healthy environment through the protection of our natural resources.	<ul style="list-style-type: none"> <li>• Facilitate partnerships with relevant sector departments and agricultural practitioners to implement commercially viable agricultural enterprises</li> <li>• Promote responsible agri-tourism initiatives</li> </ul>
<b>Transforming Human Settlements</b>	Improve infrastructure & building safer communities	To improve and maintain current basic service delivery through specific infrastructural development projects	<ul style="list-style-type: none"> <li>• Review of the Spatial Development Framework (SDF) of Knysna Municipality as a core component of the IDP</li> <li>• Encouraging of effective public participation in all planning processes</li> </ul>
	Upgrading of all informal settlements on suitable, well located land by 2030	To improve and maintain current basic service delivery through specific infrastructural development projects.	<ul style="list-style-type: none"> <li>• Review of the Human Settlement Plan (IHSP) of Knysna Municipality</li> </ul>
	More people living closer to their places of work	To promote a safe and healthy environment through the protection of our natural resources	<ul style="list-style-type: none"> <li>• Integration of communities and creating a “sense of place” to be a key focus point of the SDF of Knysna Municipality</li> </ul>
	Conduct a comprehensive review of the grant and subsidy regime for housing with a view to ensure diversity in product and finance options that would allow for more household choice and greater spatial	To improve and maintain current basic service delivery through specific infrastructural development projects.	<ul style="list-style-type: none"> <li>• Explore alternative options for human settlement e.g.: rental units (e.g.: Own Haven Development) and GAP Housing projects such as the Hornlee housing project and the proposed mixed residential development at Heidevallei</li> </ul>

NDP CHAPTER	NDP OBJECTIVE	MUNICIPAL STRATEGIC OBJECTIVE	IDP PROGRAMME
	mix and flexibility. This should include a focused strategy on the housing gap market, involving banks, subsidies and employer housing schemes		<ul style="list-style-type: none"> <li>Implementing the full range of Breaking New Ground (BNG) options available for housing delivery</li> </ul>
	Better quality public transport	To create an enabling environment for social development and economic growth.	<ul style="list-style-type: none"> <li>Development and effective implementation of the Integrated Transport Plan for Knysna Municipality</li> </ul>
	More jobs in or close to dense, urban townships	To create an enabling environment for social development and economic growth.	<ul style="list-style-type: none"> <li>Review of the MSDF and integration with other strategic plans such as the Economic Development Strategy</li> <li>Establishment of township business nodes through the NDPG programme</li> </ul>
<b>Improving education, training and innovation</b>	<ul style="list-style-type: none"> <li>Improve the quality of education</li> <li>Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations.</li> </ul>	To create an enabling environment for social development and economic growth.	<ul style="list-style-type: none"> <li>Facilitate the implementation of nutrition projects at ECD centres in partnership with the Department of Social Development</li> </ul>
		To create an enabling environment for social development and economic growth.	<ul style="list-style-type: none"> <li>Facilitate the establishment of functional Early Childhood Development Centres in partnership with Department of Education</li> <li>Participate in the programmes of other spheres of government to establish functional ECD centres</li> </ul>
<b>Health care for all</b>	<ul style="list-style-type: none"> <li>Provide health care for all</li> <li>Progressively improve TB prevention and cure</li> </ul>	To create an enabling environment for social development and economic growth.	<ul style="list-style-type: none"> <li>HIV/Aids and TB strategy to be implemented effectively and embarking on a comprehensive awareness campaign in partnership with the Departments of Social Development and Health</li> </ul>
	Reduce maternal, infant and child mortality	To create an enabling environment for social development and economic growth.	<ul style="list-style-type: none"> <li>Facilitate programmes to make pregnant women more aware of the advantages of a healthy lifestyle during pregnancy</li> </ul>
	Reduce injury, accidents and violence by 50% from 2010 levels	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication.	<ul style="list-style-type: none"> <li>Implementation of the ITP in partnership with Garden Route District Municipality.</li> <li>Effective traffic law enforcement on all major roads</li> </ul>
	Deploy primary healthcare teams which provide care	To create an enabling environment for social	<ul style="list-style-type: none"> <li>Identifying the need for health care facilities in all wards and referring submissions to the</li> </ul>

NDP CHAPTER	NDP OBJECTIVE	MUNICIPAL STRATEGIC OBJECTIVE	IDP PROGRAMME
	to families and communities	development and economic growth.	Department of Health in this regard via IGR structures
	Everyone must have access to an equal standard of care, regardless of their income	To promote a safe and healthy environment through the protection of our natural resources.	<ul style="list-style-type: none"> <li>• Determining of the service levels at health care facilities and making submissions to the Department of Health and EMS in this regard</li> </ul>
<b>Social Protection</b>	All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety	To create an enabling environment for social development and economic growth.	<ul style="list-style-type: none"> <li>• Participate in programmes from other spheres of government to achieve this objective</li> </ul>
	Provide income support to the unemployed through various active labour market initiatives such as public works programmes, training and skills development and other labour market related incentives	To create an enabling environment for social development and economic growth.	<ul style="list-style-type: none"> <li>• Effective implementation of the EPWP and CWP initiatives with a targeted approach towards youth employment</li> <li>• Implementation of market related skills development programmes for the youth</li> </ul>
<b>Building safer communities</b>	By 2030, people must feel safe in South Africa and have no fear of crime. Women must be able to walk freely in the street and the children can play safely outside. The police service must be a well-resourced professional institution staffed by highly skilled officers who value their work, serve the community, and safeguard lives and property without discrimination.	To promote a safe and healthy environment through the protection of our natural resources.	<ul style="list-style-type: none"> <li>• Supporting of Community Policing Forum (CPF) initiatives and neighbourhood watches.</li> <li>• Implementation of a comprehensive Community Safety Plan</li> <li>• Introducing the walking bus concept to promote safety amongst pedestrians in partnership with the Western Cape Department of Community Safety</li> </ul>
<b>Building a capable and developmental state</b>	Have a state that is capable of playing a developmental and transformative role.	To structure and manage the municipal administration to ensure efficient service delivery.	Enhancing a developmental approach in all the affairs of Local Government and providing a platform for local stakeholders to actively participate in all development initiatives
	Staff at all levels has the authority, experience, competence, and support they need to do their jobs.	To structure and manage the municipal administration to ensure efficient service delivery.	<ul style="list-style-type: none"> <li>• All management and financial staff to obtain Minimum Competency Requirements.</li> <li>• Continuous training and skills development of municipal staff.</li> </ul>

NDP CHAPTER	NDP OBJECTIVE	MUNICIPAL STRATEGIC OBJECTIVE	IDP PROGRAMME
	Relations between national, provincial and local government are improved through a more pro-active approach to managing the intergovernmental system.	To structure and manage the municipal administration to ensure efficient service delivery.	Participating and adding value to all IGR structures in the spirit of Co-operative Governance
<b>Fighting corruption</b>	Have a corrupt-free society, a high adherence to ethics throughout society and a government that is accountable to its people	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication.	• Risk Management Strategy
			• Implementation of a hotline where members of the public can report any suspicion of corruption
			• Strictly enforcing all relevant Supply Chain Management Policies & Procedures
			• Effective implementation of the Codes of Conduct for Councillors and Officials
<b>Nation building and social cohesion</b>	A society where opportunity is not determined by race or birth right: where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication.	• Effective implementation of Disciplinary Procedures
			• Adhering to the Batho Pele principles and being responsive to the needs of the community
			• Promote inclusivity in all social initiatives of the municipality

**Table 3:** Alignment of Municipal Strategic Objectives with NDP

- **Integrated Urban Development Framework Implementation Plan**

With the rapid urbanization trends in South African societies it is estimated that approximately 71.3% of the country's population will reside in urban areas by 2030 and the same pattern can be expected in Knysna. The implication of this trend is that people, and especially younger people, are moving from rural areas to urban centres of towns and cities searching for better economic opportunities and municipal services. Urbanization has always been an accelerator of growth and development, which puts a specific responsibility on local government to manage the change in spatial distribution of people and resources as well as the transformation of land distribution.

The Integrated Urban Development Framework (IUDF) sets out the policy environment for transforming and restructuring South Africa's urban spaces, guided by the vision of creating liveable, safe, resource efficient towns that are socially integrated, economically inclusive and globally competitive. Municipalities are encouraged to incorporate aspects of the IUDF implementation plan in their IDP's to enable residents to actively participate in urban life. The overall objectives of the IUDF are to facilitate efficient urban spaces by:

- Reducing travel costs & distances especially for poor people
- Aligning housing development with land use and transport planning
- Preventing housing development in marginal areas
- Increasing urban densities & reducing urban sprawl
- Shift jobs & investment towards dense peripheral townships
- Improve public transport & the coordination between transport nodes

- **State of the Nation Address 2020:**

President Cyril Ramaphosa delivered his second State of the Nation Address as the President of South Africa on 13 February 2020. The Presidency has once again committed itself to root out corruption and re-instil a culture of ethical behaviour and leadership in government. Below are some of the highlights of the 2020 SONA:

FOCUS AREA	DESCRIPTION	NATIONAL ACTION	KNYSNA CONTRIBUTION
<b>Domestic Violence amendment act to better protect gender based violence victims</b>	Better protection to victims in violent domestic relationships	The Domestic Violence Act is expected to be amended to better protect victims in violent domestic relationships.	Partner with National prosecuting Authority and Thuthuzela to do a Sexual offence Act, Pornography, Sex texting, Rape, Bullying awareness session targeting primary grade 7 pupils.  Thuthuzela Care Centres is a one-stop facility that have been introduced as a critical part of South Africa's anti-rape strategy, aiming to reduce secondary victimisation, improve conviction rates and reduce the cycle time for finalisation of case. Thuthuzela Care centres operate in public hospitals and communities where there is a particularly high number of rape incidents and they are also linked to Sexual Offences
		The Sexual Offences Act will also broaden the categories of sex offenders whose names must be included in the National Register for Sex Offenders.	
		Implementation of an Emergency Action Plan to deal with the scourge of Gender Based Violence, R1.6billion has been reprioritised to support this plan until the end of the current financial year.	
		The plan focuses on improving access to justice for survivors of violence and prevention campaigns to change attitudes and behaviour. The plan also	



FOCUS AREA	DESCRIPTION	NATIONAL ACTION	KNYSNA CONTRIBUTION
		involves measures to strengthen the criminal justice process and to prioritise the creation of economic opportunities for women who are vulnerable to abuse.	<p>Courts. The Sexual offences and Community Affairs Unit of the National Prosecuting Authority lead the Thuthuzela projects.</p> <p>Knysna Municipality is representative on the Thuthuzela Knysna Meetings every second Month held at the Knysna Hospital. This platform create the opportunity for Welfare (NGO's) and Government department working in the field of Victim Empowerment Programmes to consolidate programmes, projects and to network to strengthen service delivery efforts to communities. Stakeholder include FCS, SAPS, FAMSA, BADISA, Child Welfare and Department of Social Development etc.</p>
<b>Development model to extend to 23 districts</b>	Expansion of the District Development Model	Government is expected to expand the District Development Model to 23 new districts, drawing on lessons from the three pilot districts.	
		The model aims to address the challenge of government working in silos, resulting in lack of coherent planning and implementation, which has made monitoring and oversight of government's programme difficult.	Partnerships with other municipalities in the Garden Route District facilitates decision making and serves as a valuable exchange of knowledge and learning best practices. The municipality has delegated officials and councillors to various IGR structures.
<b>Coding, Robotics in Grades R to 3</b>	Introduction of coding and robotics in Grades R to 3 in 200 schools	Government is piloting the Coding and Robotics Curriculum for Grades R to 3 in selected schools across the country to equip learners with the required skills for the 4 <sup>th</sup> industrial revolution.	
		Progress is being made with the introduction of the three-stream curriculum model, heralding a fundamental shift in focus towards more vocational and	

FOCUS AREA	DESCRIPTION	NATIONAL ACTION	KNYSNA CONTRIBUTION
		technical education. Various technical vocational specialisation has already been introduced in 550 schools and 67 schools are now piloting the occupational system.	
		Bilateral student scholarship agreements between government and other countries is steadily building a substantial cohort of young people who go overseas each year for training in critical skills.	
Youth Unemployment	Allocation of funds to reduce youth unemployment	A youth employment initiative will be led by setting aside 1% of the budget to deal with the high levels of youth unemployment.	
		Creating pathways for young people in the economy through building cutting-edge solutions to reach young people where they are, online, on the phone and in person. This will allow the youth access to active support, information and work readiness training to increase their employability.	CWP EPWP PROGRAMMES LEARNERSHIPS INTERNSHIPS
		Government plans to develop new and innovative ways to support youth entrepreneurship and self-employment.	
		Ensuring that more learners receive practical experience in the workplace by working with TVET colleges	
SOE's	State to intensify SOE re-purposing for growth and development	Government will intensify efforts to stabilise and re-purpose state-owned enterprises to support growth and development.	
Hemp Products	Government to regulate commercial use of hemp products	Government will year open up and regulate the commercial use of hemp products, providing opportunities for small-scale farmers.	
Crime Detection University	Establishing a Crime Detection University	To improve the quality of general and specialised police investigations, government will be establishing a Crime Detection University in Hammanskraal, north of Pretoria	



FOCUS AREA	DESCRIPTION	NATIONAL ACTION	KNYSNA CONTRIBUTION
		In order to support the growth of the tourism industry, SAPS will increase visibility at identified tourist attraction sites.	
<b>Economic Reforms</b>	Major economic reforms set to change South Africa's fortunes	Government will soon undertake far-reaching economic reform measures aimed at resuscitating the country's economy.	
		Some of these touted reforms are contained in the Economic Transformation, Inclusive Growth and Competitiveness Paper produced by National Treasury.	
		Efforts to reduce government spending, prioritising resources more effectively and improving the efficiency of the country's tax system are important contributions towards stabilising public finances.	
<b>Energy Generation</b>	Measures to improve energy generation	Government will be implementing measures that are set to fundamentally improve South Africa's energy generation capacity.	Knysna is investigating alternative sources of Power Generation (i.e. Renewable, WTE Plants)
		Government has moved to rapidly and significantly increase generation capacity outside of Eskom by introducing measures that will be implemented in an effort to improve the constrained energy supply.	Knysna has implemented an SSEG policy to assist during peak periods. As per NRS 097 Guidelines.

**Table 4:** State of the Nation Address 2020

- **Provincial Strategic Plan (PSP)**

The Provincial Strategic Plan (PSP) sets out the Western Cape Government's (WCG) vision and strategic priorities. The PSP 2019-2024 builds on the firm foundations that were put in place during the last two terms of office.

The figure below summarises the Strategic Goals of the Western Cape Government:



**Figure 5:** Provincial Strategic Priorities

STRATEGIC GOAL	DESCRIPTION	PROVINCIAL CONTRIBUTION	KNYSNA CONTRIBUTION
<b>Safety</b>	In every engagement that the premier has had with residents and business owners across the province, crime and safety was raised as the number one concern.	<p>The provincial safety plan will be focussing on increasing boots on the ground, and on reducing violence in homes, schools, against women and children, between friends and on the streets.</p> <p>To drive up accountability, the premier has established a special Safety Cabinet that meets every 6 weeks to report on what work has been done and what has been achieved.</p> <p>One of the programs that will be focused on is radically boosting the Chrysalis Academy. This is a live-in leadership development programme aimed at empowering our most at-risk young people to become self-confident, economically active role models within their communities.</p>	Partner with SAPS, Community Police Forum to do door-to-door surveys in hotspot areas focussing on crime and Gender based violence awareness
<b>Economy</b>	Helping the private sector to create the jobs we need.	The Premier's Advancement of Youth internship Programme was established with the objective to help young employed people get the on-the-job training and experience. They need to find a job in the private sector, and which in turn, helps the private sector expand, because it needs this experience to do so.	<p>To grow our local economy, we focus on the following</p> <p>Series of business development trainings</p> <p>SMME Incubator Programme</p> <p>Sector Development support</p> <p>Job creation through EPWP</p> <p>Investment promotion</p> <p>Informal trading</p> <p>Business advisory services</p> <p>Tourism development</p>
<b>Energy and Resilience</b>	Finding energy alternatives.	<ul style="list-style-type: none"> <li>• We will help municipalities to procure energy from IPPs. We will also ensure that there is dedicated support to speed up a more robust procurement process</li> <li>• We will increase Small Scale Embedded Generation like Solar PV across our province.</li> </ul>	

STRATEGIC GOAL	DESCRIPTION	PROVINCIAL CONTRIBUTION	KNYSNA CONTRIBUTION
		<ul style="list-style-type: none"> <li>• We will increase the greening of government buildings across the Western Cape.</li> <li>• We will fast track efforts to import Liquefied Natural Gas through Saldanha Bay and enable Eskom's Ankelig plant to operate on LNG rather than the much more expensive diesel.</li> </ul>	
Ease of doing business	Red tape reduction	Since the Red Tape Unit opened its doors in 2011, we have logged 9183 cases, with an 87% resolution rate. We also committed to working with municipalities who want to establish their own Red Tape Reduction Units.	<p>Assist and refer SMMEs on: Business compliance (CIPC, CSD, CIDB)</p> <p>KM has developed an electronic film and event application portal, which has been adopted and rolled out with the assistance of Provincial Government to the rest of the province.</p> <p>The economic development unit act as a local intermediary for all business red tape related issues reported to the Provincial government.</p> <p>Informal trading permits</p>

**Table 5:** State of the Province Address 2020

### 3.1.3 District

- **Garden Route District Integrated Development Plan:**

Section 29(2) of the Local Government: Municipal Systems Act No. 32 of 2000 clearly states that district municipalities must:

- *Plan integrated development for the area of the district municipality as a whole but in close cooperation with the local municipalities in the area;*
- *Align its integrated development plan with the framework adopted; and*
- *Draft its integrated development plan, taking into account the integrated development processes of and proposals submitted to it by the local municipalities in that area.*

Knysna Municipality participates in all district-wide engagements with the intention to strengthen the horizontal alignment with the Garden Route District Municipality as well as the neighbouring local municipalities in the region.

### 3.2 Horizontal Alignment of Strategies

Horizontal alignment is pursued through inter-governmental planning, consultation and co-ordination which can be achieved through the alignment of the respective strategic objectives of the different spheres of government as well as the municipalities in the region. The alignment of key national, provincial and regional strategies are illustrated in the table below:

NATIONAL		PROVINCIAL	DISTRICT	LOCAL
Sustainable Development Goals	National Development Plan	Provincial Strategic Goals	Garden Route District Municipality Strategic Objectives	Knysna Strategic objectives
No poverty No hunger Good jobs & economic growth	An economy that will create more jobs	Growth and Jobs	Grow the district economy	To create an enabling environment for social development and economic growth.
Sustainable cities & communities Renewable energy Climate change Responsible consumption	Environmental Sustainability and resilience	Innovation and Culture	Promote sustainable environmental management and public safety	To promote a safe and healthy environment through the protection of our natural resources.
Quality education	Improving the quality of education	Empowering people	Build a capacitated workforce and communities	To structure and manage the municipal administration to ensure efficient service delivery.
Good health	Health Care for all	Safe and Cohesive Communities	Healthy and socially stable communities	To promote a safe and healthy environment through the protection of our natural resources.
Gender equality Reduced inequalities Peace & justice	Nation building and Social Cohesion	Safe and Cohesive Communities	Increase social cohesion	To promote social and economic development
Clean water & sanitation Innovation and infrastructure	Improving Infrastructure & Building safer communities	Mobility and Spatial Transformation	Conduct regional bulk infrastructure planning, implement projects, roads maintenance, public transport, manage and develop Council fixed assets	To improve and maintain current basic service delivery through specific infrastructural development projects
Partnerships for the achievements of the goals	Reforming the public service through better economic Infrastructure	Innovation and Culture	Promote good governance	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication.

**Table 5:** Alignment of strategies and objectives

### 3.3 Inter-governmental Relations

Inter-governmental relations require the municipality to foster partnerships with other spheres of government and participate in various inter-governmental activities to promote a closer working relationship between the various spheres of government. This will assist in enhancing government's services to the communities of the Greater Knysna Municipal Area. Knysna Municipality also participates in the Back 2 Basics programme of the Department of Co-operative Governance & Traditional Affairs (CoGTA) and diligently submits its monthly report in this regard as well as a number of other provincial and regional platforms as indicated in the table below:

Forum	Frequency	Responsibility
Municipal Managers Forum	Quarterly	Municipal Manager
SALGA Working Groups	Quarterly	Director and portfolio councillor specific to working group
District Coordinating Forum	Quarterly	Mayor
Premiers Coordinating Forum	Bi-annually	Mayor
Provincial and District IDP Managers Forums	Quarterly	IDP Office
Disaster Management Forum	Quarterly	Community Services
Human Resources Forum	Quarterly	Corporate Services
Legal Advisors Forum	Quarterly	Corporate Services
Environmental Health Forum	Quarterly	Planning and Development
Local Economic Development Forum	Quarterly	Planning and Development
Southern Cape Planners Forum	Quarterly	Planning and Development
Garden Route District Municipality Infrastructure Forum	Quarterly	Technical Services
Garden ICT Managers Forum	Quarterly	Financial Services
Western Cape ICT Managers Strategic Forum	Quarterly	Financial Services

**Figure 6: Involvement in IGR Structures**

#### 3.3.2 Technical Integrated Municipal Engagement

During the public participation processes, it became apparent that approximately 40% of the issues raised and the projects proposed by communities relate to competencies, which fall outside the ambit of local government. Integrated planning between the different spheres of government is thus critically important if government wants to effectively fulfil its constitutional mandates and effectively address the socio-economic and development challenges faced by communities. IDP is increasingly becoming a cornerstone for intergovernmental planning and budget alignment. Resources are limited and establishing strategic partnerships between the different spheres of government will certainly optimise the impact of service delivery. The IDP should therefore guide the appropriate allocation and prioritisation of resources by sector departments at a local level. For this reason, it is in the interest of the sector departments to participate in the IDP process of the municipality to ensure improved alignment between development programmes.



The Department of Local Government (DLG) in the Western Cape facilitates an annual Technical Integrated Municipal Engagement (TIME), which promotes effective intergovernmental relations between the different spheres of government. The TIME is a combination of the former IDP Indaba, Joint Planning Initiative (JPI) and MGRO engagements and provides an opportunity to assess the tabled Budget, draft IDP and MSDF with the intention to strengthen the responsiveness and credibility of these strategic processes. The DLG has facilitated a number of platforms to allow municipalities to effectively engage with their provincial government counterparts in order to strengthen partnerships and pool resources with the intent to maximise the impact thereof on the livelihoods of local communities. The regional TIME was held on 11 & 12 February 2020 in George and the discussions mostly focussed on the following aspects:

- Financial Governance
- Corporate Governance

- Spatial and Environmental Governance
- Integrated Development Planning
- Mid-year budget and performance assessment

### 3.3.3 IDP Assessment

Comments on the draft 2020/2021 Amended Reviewed IDP of Knysna Municipality were received from the LG MTEC engagement, which is a platform to assess the credibility of municipal IDP's, alignment with the MSDP's and the responsiveness of the MTREF budget. The LG MTEC of Knysna Municipality took place during April/May 2020 where a comprehensive report on the assessment of the draft IDP and budget was discussed and the HOD's of Local Government, Provincial Treasury, and Environmental Affairs & Development Planning (DEADP) proposed practical suggestions for improvement of the draft IDP and budget. The focus of this round of assessment is to determine in what manner the municipality has demonstrated a shift from planning to implementation of the strategic objectives set in its initial 5-year plan. The written comments received from the Minister of Local Government assist municipalities a great deal to ensure strategic alignment with the objectives and planning processes of the provincial and national government. These comments of the 2020 IDP Assessment have been duly incorporated and are summarised below:

STRENGTHS OF THE IDP	
	The proposed 2020/21 IDP amendment reflects alignment to the 2019/20 District Safety Plan that was prepared and developed in collaboration with the Department of Community Safety (DoCS) and South African Local Government Association (SALGA). The proposed 2020/21 IDP Amendment reflects a safety and security section that relates to crime statistics in the area with particular reference to murder, sexual offences, residential burglaries, driving under the influence and drug-related crime.
	The proposed 2020/21 IDP Amendment also notes the safety programmes and projects such as Chrysalis Youth, Professional Policing, Safety Kiosks, Youth Safety and Religious Programme among others, provided by the DoCS.
	The proposed 2020/21 IDP Amendment is aligned with the Department of Transport Public Works (DTPW) Strategic Plan. The Municipality's intention to address socio-economic challenges, provide basic services and eradicate infrastructure backlog through sustainable transport services is noted. The strategic objective dealing with improving and maintaining current basic service delivery through specific infrastructural development projects reflects a focus area titled 'streets and storm water management', which aims to improve the conditions of all roads, streets and storm water drainage systems and to develop a comprehensive transportation framework plan to address the ineffective traffic flow and public transport systems in the Municipality.
	The proposed 2020/21 IDP amendment notes the utilisation of municipal assets to increase income generation, which aligns with the DTPW infrastructure projects namely, C1146 Reseal Barrington, old Knysna and Wilderness and C1148 Reseal Knysna Lagoon planned for implementation over the Medium Term Expenditure Framework.
AREAS OF IMPROVEMENT	
	The proposed 2020/21 IDP Amendment does not reflect alignment with the District framework adopted in terms of section 27 of the MSA
	Consultation with the Garden Route District Municipality on the proposed amendment is not evident from the proposed 2020/21 IDP Amendment nor the memorandum.
	The Municipality's 2020/21 MFMA time schedule does not reflect that an IDP amendment process in accordance with Regulation 3 will be followed. The next MFMA Time Schedule should reflect activities that aligns to the review and possible amendment of the IDP.
	The proposed 2020/21 IDP Amendment refers to performance indicators and targets however, no top layer Service Delivery Budget Implementation Plan (SDBIP) is included that reflects performance information. The performance indicators and targets of a top-layer SDBIP should be included in the Adopted 2020/21 Amended IDP.
	The proposed 2020/21 IDP Amendment indicate partial alignment with the Financial Plan in that no budget projections for at least the next 3 years is reflected.



	The proposed 2020/21 IDP amendment does not reflect the Municipality's involvement in the Joint District approach which aims to facilitate improved planning, budgeting and implementation of service delivery initiatives in the municipal area.
	The proposed 2020/21 IDP Amendment reflects an info graphic of the provincial Vision Inspired Priorities as well as information reflected in a table that depicts horizontal alignment of the strategic objectives to district, provincial and national strategies however, the alignment table refers to the previous Provincial Strategic Goals.
	The aspect of Agri-processing as a catalyst for economic growth and job creation is not reflected in the proposed 2020/21 IDP Amendment as recommended by the Department of Agriculture.
	As the proposed 2020/21 IDP amendment does not include a top-layer SDBIP, it is not clear how the Municipality plans to evaluate its performance against indicators and targets planned for the 2020/21 financial year and the rest of the outer years over the MTREF.

**Table 6:** Response to MEC's assessment of Final 2019/2020 IDP Review



### 3.4 Sector Department Investment

#### 3.4.1 Project Prioritization Model

There are a number of projects that have been identified by the community and administration of Knysna Municipality. Due to resource constraints, not all of these projects can be financed at once. It is for this reason that the IDP project prioritization model was developed to identify the priority projects in a fair and informed manner.

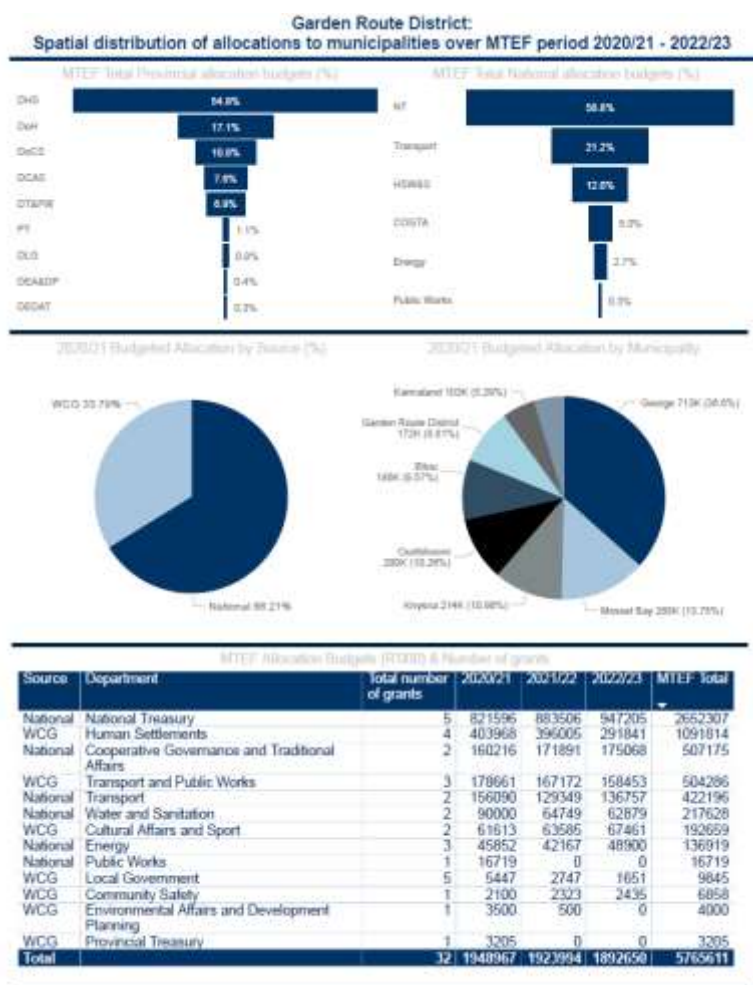
The projects prioritization matrix which is part of the Ignite Assist System will be used to assign values to the projects. These values will represent the project evaluation and weightings will be assigned to it. The weightings will be used to calculate scores for each project. The projects scoring the highest will be regarded as most important.

#### 3.4.2 Provincial Agricultural Worker Household Census

A household Census has been conducted in the GKMA by the Department of Agriculture in 2016. Thirteen farms, with 87 households were interviewed during this process. The purpose of the questionnaire was to provide a comprehensive dataset on the current state of farmers so that government can obtain an in-depth understanding of the dynamics and critical components of the agricultural sector. The information gathered is the first step in creating a clearer picture of the current state of farmworkers in the Western Cape so that effective policies can be developed to assist farm workers and the agricultural sector as a whole.

The final report is currently being reviewed by the municipality to assist with the formulation of a social strategy. The goal of this strategy will be to fast track growth and development in the GKMA with the assistance of other NGO's and the Department of Social Development. The 2nd Cycle of the Provincial Agricultural Worker Household Census is set to roll out in the near future. The municipality has been given the opportunity to comment and refine the existing questionnaire to ensure a proper roll out.

### 3.4.3 Provincial Infrastructure Investment Projects for MTEF period (2020/2021 – 2022/2023)



**Garden Route District:**  
**Spatial distribution of allocations to municipalities over MTEF period 2020/21 - 2022/23**

**Budgeted National and Provincial Allocations for 2020/21**

Department	Transfer description	2020/21
National Treasury	Equitable share	781482
Human Settlements	Human Settlements Development Grant (Beneficiaries) - Net allocation to municipalities	157879
Transport and Public Works	George Integrated Public Transport Network - Operations	156696
Cooperative Governance and Traditional Affairs	Municipal Infrastructure grant	154216
Transport	Public transport network grant	153645
Human Settlements	Human Settlements Development Grant (Beneficiaries) - Funds to be spent by DHS	153030
Human Settlements	Human Settlements Development Grant (Beneficiaries)	92346
Water and Sanitation	Water services infrastructure grant	60000
Cultural Affairs and Sport	Community library services grant	43492
Energy	Integrated national electrification programme grant (municipal)	34000
Water and Sanitation	Regional bulk infrastructure grant	30000
Transport and Public Works	Financial Assistance to Municipalities for Maintenance and Construction of Transport Infrastructure	20465
Cultural Affairs and Sport	Library services replacement funding for most vulnerable B3 municipalities	18121
Public Works	Expanded public works programme integrated grant for municipalities	16719
National Treasury	Neighbourhood development partnership grant (capital)	15000
National Treasury	Local government financial management grant	13914
Energy	Energy efficiency and demand side management grant	9000
National Treasury	Infrastructure skills development grant	6200
Cooperative Governance and Traditional Affairs	Municipal systems improvement grant	6000
National Treasury	Neighbourhood development partnership grant (technical assistance)	5000
Environmental Affairs and Development Planning	RSEP Municipal Projects	3500
Provincial Treasury	Financial Management Capacity Building Grant	3205
Energy	Integrated national electrification programme grant (Eskom)	2852
Local Government	Municipal Drought Relief Grant	2600
Transport	Rural roads asset management systems grant	2445
Community Safety	Safety Initiative Implementation - Whole of Society Approach (WOSA)	2100
Transport and Public Works	Integrated Transport Planning	1500
Local Government	Fire Service Capacity Building Grant	1466
Local Government	Municipal Electrical Master Plan Grant	800
Human Settlements	Municipal Accreditation & Capacity Building Grant	713
Local Government	Community Development Worker (CDW) Operational Support Grant	431
Local Government	Thusong Service Centres Grant (Sustainability, Operational Support Grant)	150
<b>Total</b>		<b>1948967</b>

**Spatial distribution of total budgeted allocations (National & Provincial) by Municipality for 2020/21**

Map data © OpenStreetMap contributors, CC-BY-SA, Imagery © Esri

### Garden Route District: Spatial distribution of allocations to municipalities over MTEF period 2020/21 - 2022/23

**Kysna: Budgeted National and Provincial Allocations**

Source	Department	Municipality	Transfer description	2020/21	2021/22	2022/23
National	COGTA	Kysna	Municipal infrastructure grant	24887	26751	28115
National	COGTA	Kysna	Municipal systems improvement grant	300	500	0
National	Energy	Kysna	Integrated national electrification programme grant (municipal)	5000	5000	5000
National	NT	Kysna	Equitable share	94039	102822	111529
National	NT	Kysna	Local government financial management grant	1550	1550	1771
National	NT	Kysna	Neighbourhood development partnership grant (capital)	15000	18000	20000
National	NT	Kysna	Neighbourhood development partnership grant (technical assistance)	5000	1000	1000
National	Public Works	Kysna	Expanded public works programme integrated grant for municipalities	1254	0	0
WCG	DCAS	Kysna	Community library services grant	9878	10421	10994
WCG	DLG	Kysna	Community Development Worker (CDW) Operational Support Grant	56	56	56
WCG	DT&PW	Kysna	Financial Assistance to Municipalities for Maintenance and Construction of Transport Infrastructure	110	110	110
WCG	Human Settlements	Kysna	Human Settlements Development Grant (Beneficiaries) - Funds to be spent by DHS	4280	0	0
WCG	Human Settlements	Kysna	Human Settlements Development Grant (Beneficiaries) - Net allocation to municipalities	52226	26000	13000
WCG	PT	Kysna	Financial Management Capacity Building Grant	400	0	0
<b>Total</b>				<b>213880</b>	<b>192210</b>	<b>181676</b>

## Chapter 4: Institutional Perspective

Knysna Municipality is a category B municipality and is governed through an Executive Mayoral system. The purpose of this chapter is to discuss the governance structure and to put the institutional arrangements required to deliver on the municipal strategic objectives into perspective.

### 4.1 Council

The Council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Mayor and Mayoral Committee. Its primary role is to debate issues publicly as well as facilitating political debate and discussions. Apart from their functions as policy makers, Councillors are also actively involved with community work and in the various social programmes in the municipal area.

Knysna Municipality is represented by 21 Councillors (of which one is currently vacant), of whom 11 were elected directly as ward councillors. The rest of the councillors were elected based on the proportion of votes cast for the different political parties. The political composition of the Council is as follows:

POLITICAL PARTY	NUMBER OF COUNCILLORS
DA (DEMOCRATIC ALLIANCE)	10
ANC (AFRICAN NATIONAL CONGRESS)	8
KUC (KNYSNA UNITED CONGRESS)	1
AFRICA CHRISTIAN DEMOCRATIC PARTY (ACDP)	1
COPE (CONGRESS OF THE PEOPLE)	1
<b>TOTAL</b>	<b>21</b>

### 4.2 Executive Mayor and Mayoral Committee (MayCo)

Knysna Municipality has established six committees in terms of Section 80 of the Local Government: Municipal Structures Act No. 17 of 1998 and has assigned portfolios to the members of the Mayoral Committee. The primary responsibility of the portfolio committees is to exercise oversight over the executive component of the municipality's governance structure. These committees monitor the delivery and outputs of the councillors in their respective committees and may request the Municipal Manager and directorates to account for the outputs of their functions. The Section 80 Committees mostly submit recommendations to the Executive Mayor but the Register of Delegated Powers of Decision Making has delegated authority to them to approve policies relating to the functional areas of their respective portfolios.

The table below highlights the current composition of the Mayoral Committee:

**Aubrey Tsegwa (ANC)**  
**Deputy Mayor**



**Claudine Croutz (ANC)**



**Chairperson: Finance**  
**Chairperson: Governance and Economic Development**

**Thando Matika (ANC)**



**Chairperson: Technical Services**  
**Chairperson: Integrated Human Settlements**

**Monwabisi Welcome Salaze (KUC)**



**Chairperson: Community Services**

**Mncedisi David Skosana (ANC)**



**Chairperson: Planning and Development**





## COUNCIL

### WARD COUNCILLORS



Lovaot Davis  
(DA) [Ward 1]



Cathy Woldman  
(DA) [Ward 2]



Mncodisi Skosana  
(ANC) [Ward 3]



Sithembelo Ngqozo  
(ANC) [Ward 4]



Hilton Stroobol  
(DA) [Ward 5]



Elrick van Aswegen  
(COPE) [Ward 6]



Mandla Matlwane  
(ANC) [Ward 7]



Thando Matika  
(ANC) [Ward 8]



Vacant  
[Ward 9]



Peter Myers  
(DA) [Ward 10]



Lorraine Opperman  
(DA) [Ward 11]

### PROPORTIONAL REPRESENTATIVES



Claudine Croutz  
(ANC) [PR]



Mertie Gombo  
(ANC) [PR]



Sibusiso Kwtshana  
(DA) [PR]



Millicent Naki  
(ANC) [PR]



Wolcome Salazo  
(KUC) [PR]



Aubrey Tsongwa  
(ANC) [PR]



Luzuko Tyokolo  
(DA) [PR]



Ian Uys  
(ACDP) [PR]



Michelle Wasserman  
(DA) [PR]



Goorione Wolmarans  
(DA) [PR]

Figure 7: Executive Council

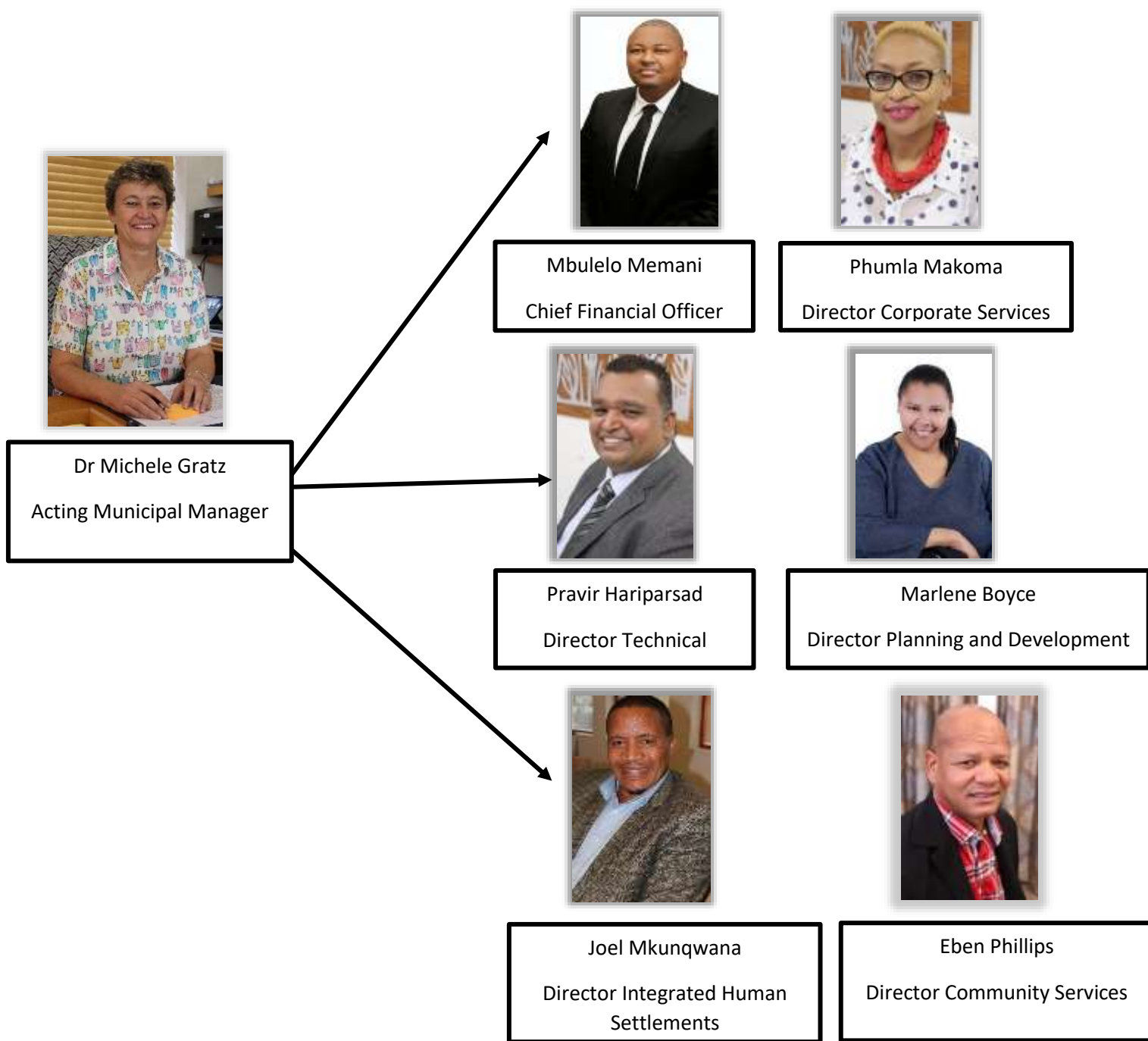
### 4.3 Executive Management Structure

The Municipal Manager is the Chief Accounting Officer of the Municipality. The Municipal Manager is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. The Municipal Manager is assisted by the Management Team that reports directly to her as highlighted below.

The revised Micro-Organisational Structure was approved by Council on **29 October 2018 (SC09/10/18)**. The Municipality is currently in the final stages of the Placement Process, which include:

- Office of the Municipal Manager
- Financial Services
- Planning and Economic Development
- Technical Services
- Community and Protection Services and
- Corporate Services

The Western Cape Government, Department of Human Settlements was approached for assistance to mitigate capacity constraints and the assist in addressing the challenges that threaten effective delivery of Human Settlements Services by Knysna Municipality. The Western Cape Government, Department of Human Settlements has provided a conditional grant for a period of three years. To allow for the appointment of the Director: Integrated Human Settlements, in line with the Memorandum of Understanding (MoU) with the Western Cape Government, Department of Human Settlements an amendment to the organizational structure was required. This change was affected and subsequently Integrated Human Settlements is now a directorate on its own.



**Fig 8:** Executive Management Structure:



The structure of the Management Team is outlined in the table below:

Directorate	Responsibilities	Name	Designation
<b>Office of the Municipal Manager</b>	Internal Audit, Risk Management, Communications, Integrated Development Planning, Performance Management	Dr Michele Gratz	Acting Municipal Manager
<b>Financial Services</b>	Income Expenditure Budget and Accounting Information Technology Asset Management Supply Chain Management	Mbulelo Memani	Chief Financial Officer
<b>Corporate Services</b>	Administration and Records Committee Services Human Resource Management Legal Services Public Participation Property and Facility Management	Phumla Makoma	Director: Corporate Services
<b>Technical Services</b>	Sanitation Services Water reticulation and purification Services Civil Engineering Public Works: Main Roads, Storm Water and Streets Co-ordination of MIG projects Provision of electricity, street lighting and high mast lighting	Pravir Hariparsad	Director: Technical Services
<b>Planning and Development</b>	Environmental Management Economic Development Town Planning and Building Control	Marlene Boyce	Director: Planning and Development
<b>Community Services</b>	Cemeteries Libraries Arts and Culture Heritage Maintenance of parks, sports facilities, recreational areas and public open spaces Solid Waste Management, Cleansing, Refuse Removal, Management of waste transfer station and garden refuse	Eben Phillips	Director: Community Services

Directorate	Responsibilities	Name	Designation
	Traffic management, law enforcement of by-laws, firefighting services and disaster management		
<b>Integrated Human Settlements</b>	Integrated Human Settlements Administration and Project Management	Joel Mkunqwana	Director: Integrated Human Settlements

# Chapter 5: Greater Knysna at a glance

## 5.1 Geography

Knysna Municipality is located on the Southern coast of the Western Cape Province and forms part of the Garden Route District Municipality. The municipality is approximately 500 kilometres east of Cape Town and 267 kilometres west of Port Elizabeth. Knysna Municipality is renowned for its appealing natural resources such as the estuary, mountains, farmland, forests, valleys, lakes and beaches which attract scores of domestic and international tourists to the area. The Greater Knysna Municipal Area (GKMA) covers a total of 1 059 km<sup>2</sup> that stretches from Swartvlei in Sedgefield in the West to Harkerville in the east. The municipal area is bordered by the Outeniqua Mountains in the North and the Indian Ocean in the south. Geographically, the N2 highway forms the spinal cord of Knysna town and is strategically located around the estuary. The area enjoys a mild climate with an average annual rainfall of approximately 750mm and the temperature ranges from 8°C in winter to 28°C in summer making it a favourite holiday and retirement destination throughout the year. The demarcation of the Knysna municipal area is illustrated on the map below:

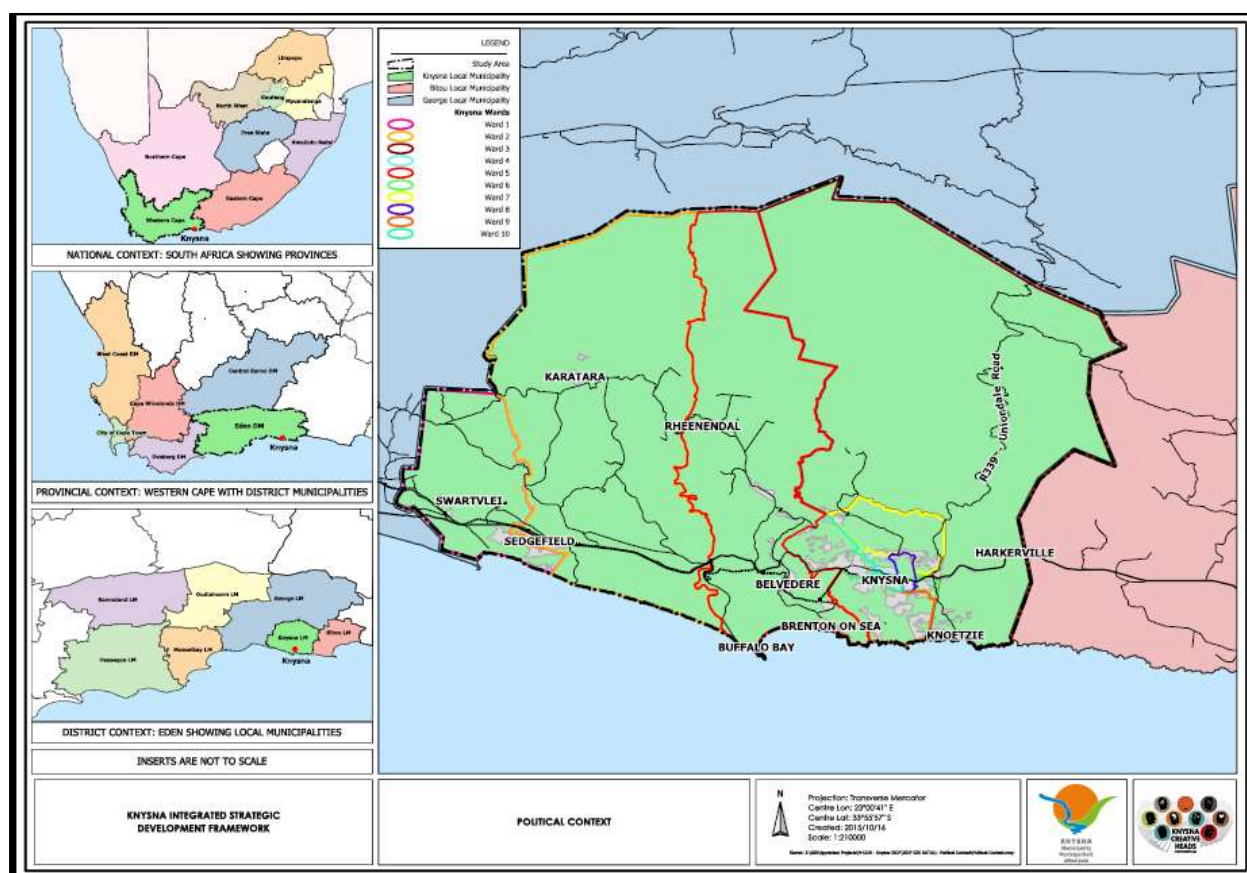


Figure 9: Great Knysna Municipal Area showing local municipality demarcations

## 5.2 Knysna's Demographic Profile

Table 5.2 illustrates a summary of the key socio-economic characteristics of the greater Knysna municipal area. From Table 5.2 it is evident that the total population of the greater Knysna municipal area was 71 601 in 2017. The overwhelming majority of these individuals live in either Knysna (73.0%) or Sedgefield (12.2%).

**TABLE 5.2: SUMMARY OF SOCIO-ECONOMIC INFORMATION FOR GREATER KNYSNA MUNICIPAL AREA (2017)<sup>1</sup>**

		KNYSNA TOWN	KARATARA	KNYSNA NON-URBAN	RHEENENDAL	SEDFIELD	GREATER KNYSNA MUNICIPAL AREA
Population (2017)		52 245	917	5 567	4 107	8 765	71 601
Population growth (2011 – 2017)		2.0%					
Age and gender							
0 – 14 years	Male	27.0%	23.0%	23.8%	31.2%	21.1%	26.2%
	Female	26.0%	23.3%	23.2%	31.4%	21.0%	25.5%
15 – 64 years	Male	66.9%	67.5%	65.7%	65.7%	63.4%	66.3%
	Female	66.1%	65.2%	67.6%	64.3%	63.1%	65.7%
65+ years	Male	6.1%	9.7%	10.6%	3.1%	15.6%	7.5%
	Female	7.9%	11.5%	9.2%	4.3%	15.9%	8.8%
Race							
Black		46.7%	6.8%	12.9%	9.8%	28.0%	39.4%
Coloured		37.5%	54.7%	49.9%	90.0%	29.5%	40.7%
Indian or Asian		0.6%	0.1%	0.3%	0.2%	0.5%	0.5%
White		15.2%	38.4%	36.9%	0.0%	42.0%	19.4%
Households		16 639	267	1 681	947	3 299	22 477
Average number of people per household		3.1	3.4	3.3	4.3	2.7	3.2
Average annual household income		R193 075	R81 675	R214 964	R57 749	R187 392	R186 942
Educational attainment							
No Schooling		2.7%	4.7%	3.9%	4.5%	1.8%	3.5%
Some Primary		11.9%	18.1%	15.4%	30.8%	9.9%	13.7%
Complete Primary		5.1%	10.3%	7.2%	7.9%	4.0%	5.9%
Some Secondary		37.8%	48.7%	30.1%	41.2%	32.3%	36.1%
Matric		30.4%	18.2%	26.3%	14.8%	35.2%	28.7%
Higher		12.1%	0.0%	17.1%	0.8%	16.7%	12.0%
Employment profile							

<sup>1</sup> SOURCE: Urban-Econ calculations based on Quantec (2018) and Knysna EDS (2015).

Formal	89.6%	47.2%	73.8%	91.1%	86.8%	74.0%
Informal	10.4%	52.8%	26.2%	8.9%	13.2%	26.0%
Employment rate	69.1%	100.0%	91.0%	65.8%	81.3%	79.7%
Unemployment rate	21.1%	0.0%	6.6%	23.6%	12.6%	20.3%

Approximately two thirds of the population of the greater Knysna municipal area were between the ages of 15 and 64 years old (i.e. the working age population). This working age population in 2017 was split almost evenly between men (49.5%) and women (50.5%).

The various settlements in the greater Knysna municipal area were very close to the municipal average in the selected socio-economic metrics, with household size, age and gender distribution and educational attainment all being very similar. Karatara and Rheenendal lag behind the greater Knysna municipal area in terms of educational attainment levels with only 18.2% and 15.6% of working age populations in these settlements, possessing a matric or higher qualification compared to the 40.7% of the greater Knysna municipal area.

Likewise, the average annual household income in 2011<sup>2</sup> of Rheenendal (R57 749) and Karatara (R81 675) were significantly lower than the figure for the rest of the municipal area (R186 942). This is likely due to the differences in educational attainment in these two settlements.

The subsequent sections will unpack several of these socio-economic indicators in detail and consider the impact that these characteristics have on the economic development of the greater Knysna municipal area.

### 5.3 Knysna's Changing Population

Population is one of a number of variables that affect the economy and the environment. Understanding the population within a municipality is therefore critical when it comes to long-term urban planning, as population changes impact:

- The need for housing
- The demand for services such as water, sewerage and electricity
- The need for more transport infrastructure
- The demand for job opportunities

Population, however, is multi-dimensional and is not only about the growth and overall size of the population, but also about:

- Household structure and location
- Age, education and skills level
- The extent to which the population participates in the economy

The following section therefore considers the current population growth trends in the greater Knysna municipal area and uses these, as well as other population forecasting models, to estimate the potential future population of the greater Knysna municipal area subject to no major interventions. The implications of this increase in population are then considered.

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<sup>2</sup> Values are inflation adjusted to reflect 2017 prices.

### 5.3.1 Population Size and Growth Rate

Between 2001 and 2011 the greater Knysna municipal area's population grew at an average annual rate of 2.9% per annum, taking the area's total population to approximately 68 657 in 2011. Based on estimates by Quantec (2018), the greater Knysna municipal area's population increased by an average annual rate of 0.7% between 2011 and 2017, representing an increase of 2 944 people from the 2011 figure.

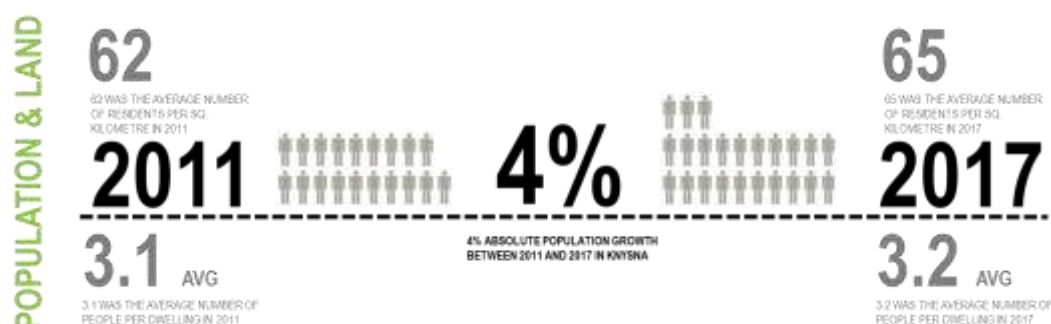
Although historical context is important when considering population change, in terms of long-term planning, population projections are significantly more important, as they indicate future needs. Therefore, in order to inform planning it is necessary to estimate the future population of the greater Knysna municipal area.

To achieve this, the forecasting model presented in the 2015 EDS was updated to bring it in line with additional and more current models. Table 5.3 indicates the additional forecasting models that were considered for the update of the EDS.

**TABLE 5.3: APPLICABLE FORECASTING MODELS**

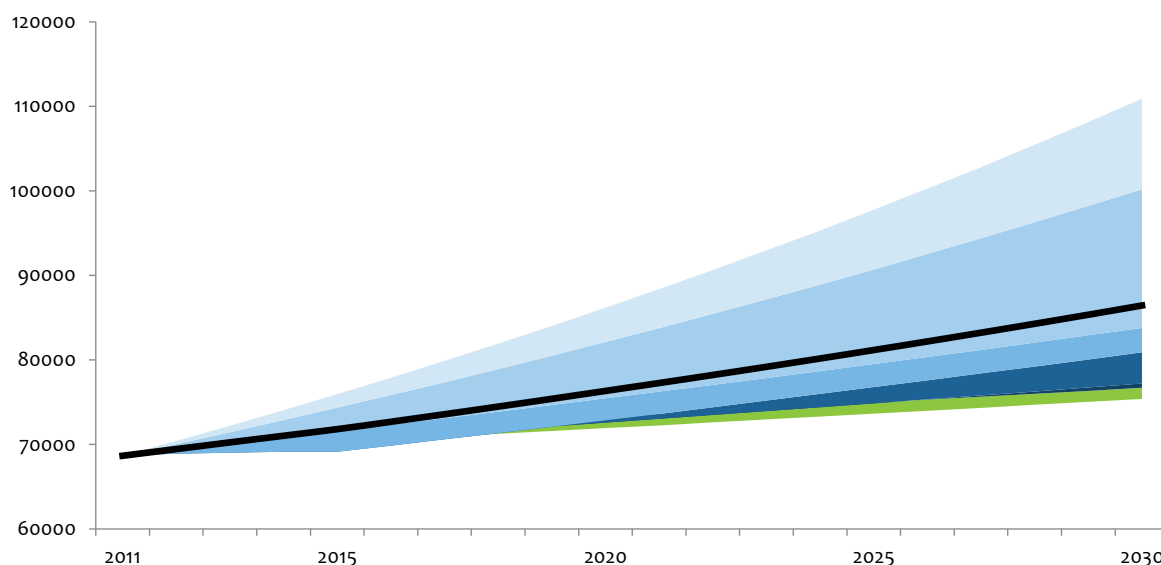
FORECASTING MODEL	STATED TIME FRAME	AVERAGE GROWTH RATE OVER STATED PERIOD
PwC Population Growth Projections	2011 – 2040	0.76%
Western Cape Department of Social Development	2019 – 2023	0.94%
Quantec Standardised Regional <sup>3</sup>	Not Applicable	2.03%

Based on these additional models, the total population estimates presented in the 2015 EDS were revisited. A revised median population figure for the greater Knysna municipal area was determined based on the new forecasted values and then the 2011 to 2030 population estimates were updated. The revised projections presented in Figure 3.1 suggest that the greater Knysna municipal area's population will continue to grow over time, but at slower rates than in the past. Changes in the rate of growth of the greater Knysna municipal area's population are likely to be as a result of changes in fertility rates, increased life expectancy and net immigration.



<sup>3</sup> The Quantec Standardised Regional model is not an actual forecasting model, instead it determines the growth rate between 2011 and 2017 based on the time series data generated by Quantec and applies this growth rate over the 2011 to 2030 period.

**FIGURE 5.1: POPULATION PROJECTIONS FOR THE GREATER KNYSNA MUNICIPAL AREA<sup>4</sup>**



When interpreting these population projections, it is important to take note of some of the limitations of forecasting models in general:

1. Population projections are based on a particular set of assumptions and as such are only as robust as the underlying assumptions. Should the assumptions be inadequate or omit certain key variables, the reliability of the estimates would be questionable.
2. The reliability of projections decreases over time, that is the longer the time frame, the less reliable the projections are likely to be.
3. Projections are based on historical trends and will not be able to predict reliable a large structural change (e.g. the boundaries of a municipality being re-demarcated to incorporate a new settlement). Should such a structural change occur over the forecasting time period, the projections would not be accurate.

It is therefore important to note that the population forecasts for the greater Knysna municipal area, are based on historical trends, and do not consider any major interventions over the next 20 years that could significantly increase or decrease the population figures.

Acknowledging the above limitations, it is estimated that the greater Knysna municipal area's population is likely to reach 83 679 by 2030, equating to an average annual population growth rate of 1.2% between 2011 and 2030. Table 3.3 provides a breakdown of this projected figure, per settlement, between 2011 and 2030.

**TABLE 5.4: POPULATION PROJECTIONS PER SETTLEMENT<sup>5</sup>**

SETTLEMENT	2011	2017	2020	2025	2030	PERCENTAGE SHARE OF GROWTH
Knysna Town	50 097	52 245	54 160	57 476	61 058	73.0%

<sup>4</sup> SOURCE: Urban-Econ calculations based on Knysna EDS (2015) and Table 3.2

<sup>5</sup> The absence of comparable statistics for settlements in Knysna as well as the change in the demarcation of sub-place boundaries (e.g. under the 2006 demarcation Karatara was included under Knysna Non-Urban), means that it is not possible to establish individual settlement growth patterns between 2001 and 2011. The analysis presented in this document therefore focuses on the application of municipal-wide population growth figures and applies these rates to the population per settlement as obtained from the 2011 Census.



Karatara	879	917	950	1 008	1 071	1.3%
Knysna Non-Urban	5 338	4 107	4 257	4 518	4 800	7.8%
Rheenedal	3 938	5 567	5 771	6 124	6 506	5.7%
Sedgefield	8 405	8 765	9 087	9 643	10 244	12.2%
<b>TOTAL</b>	<b>68 657</b>	<b>71 601</b>	<b>74 226</b>	<b>78 769</b>	<b>83 679</b>	

Projected population, as illustrated in Table 5.4 above, and the growth and density figures, suggest that the majority (73.0%) of this increase in population will occur in Knysna, chiefly in eastern and north-western parts of the town. Sedgefield is forecasted to account for a further 12.2% of this increase, followed by the non-urban areas of the local municipality (7.8%).

### 5.3.2 Population Densities

As part of assessing future population growth it is beneficial to assess the existing population densities so as to assist in future planning. Figure 5.2 illustrates the population density, per sub-place, in the greater Knysna municipal area.

**FIGURE 5.2: POPULATION DENSITIES IN THE GREATER KNYSNA MUNICIPAL AREA IN 2011**



Figure 5.2 shows that the highest population densities are in and around the urban areas of the greater Knysna municipal area, particularly the towns of Knysna and Sedgefield. The highest population densities within the town of Knysna has occurred in the eastern and northern portion of the town. Figure 5.2 also suggests an urbanisation trend, with the rural parts of the municipality exhibiting low population densities compared to the high densities exhibited in the greater Knysna municipal area's urban centres.

### 5.3.3 How This Impacts Planning

As indicated in the previously, changes in population impact a range of economic and social indicators. The subsequent section will consider what impact the population growth will have on the labour force.

#### 5.3.3.1 Labour Force

The labour force is defined as the actual number of people available for work and comprises both those that are employed and unemployed. In contrast, the working age population (15 to 64 years old) includes both the labour force and those individuals classified as “Not Economically Active”.

As of 2017 the greater Knysna municipal area had a labour force of 32 569 and a working age population of 47 266. In terms of the official definition, the unemployment rate in the greater Knysna municipal area in 2017 was approximately 20.3%, with a further 31.1% of the working age population being classified as “Not Economically Active”. This 31.1% would include those individuals classified as discouraged work seekers.

**TABLE 5.3: ESTIMATED UNEMPLOYMENT RATES PER SETTLEMENT<sup>6</sup>**

SETTLEMENT	UNEMPLOYMENT RATE (2017)	INCREASE IN WORKING AGE POPULATION (2017 – 2030)	ESTIMATED UNEMPLOYMENT RATE <sup>7</sup> (2030)
Knysna Town	21.1%	5 904	13.4%
Karatara	0.0%	104	0.0%
Knysna Non-Urban	6.6%	632	2.5%
Rheenedal	23.6%	452	12.9%
Sedgefield	12.6%	946	7.0%
<b>TOTAL</b>	<b>20.3%</b>	<b>8 038</b>	<b>10.3%</b>

Based on the population forecasts presented in the previous section and the assumption that the working age population per settlement varies between 62.6% and 65.9% of the total population<sup>8</sup>, the total work force (i.e. 15 to 64 years old) is anticipated to increase to 55 687 by 2030. This means that, at a minimum, over the 2017 to 2030 period the greater Knysna municipal area’s economy will need to create an estimated 8 038 jobs (an average of 574 jobs per year) in order to absorb the natural increase in the working age population. Table 3.4 indicates that approximately 5 904 of these new jobs (73.4%) will have to be created within the town of Knysna, followed by Sedgefield (11.7%) and the non-urban parts of the greater Knysna municipal area (7.8%).

The ability of the greater Knysna municipal area to create these 8 038 jobs between 2017 and 2030 will mean that the rate of unemployment will decline by 10.3% from 20.3% in 2017 to 10.1% in 2030. This target, however, is subject to the fact that no significant structural changes occur in the unemployment or not economically active environment (i.e. the closure of a large business that employs a significant number of people).

Should the greater Knysna municipal area pursue a strategy whereby they seek to ensure that the relative percentages of the employed, unemployed and not economically active population remain unchanged between 2017 and 2030, the local economy will only be required to generate an estimated 1 689 jobs. This equates to approximately 121 jobs per year. It should be noted that under this scenario the municipality and the various settlements’ unemployment rates would remain unchanged at between 0% (in Karatara) and 23.6% (in Rheenedal).

Under both scenarios the current (2017) underlying unemployment and not economically active population is not reduced. Furthermore, the setting of an optimal level for unemployment and the not economically active population is exceptionally difficult. Conventionally, economic theory suggests that the natural rate of unemployment is

<sup>6</sup> SOURCE: Urban-Econ calculations based on Quantec Standardised Regional Data (2018).

<sup>7</sup> This is based on the assumption that the greater Knysna municipal area’s economy creates sufficient jobs to accommodate the increase in the working age population.

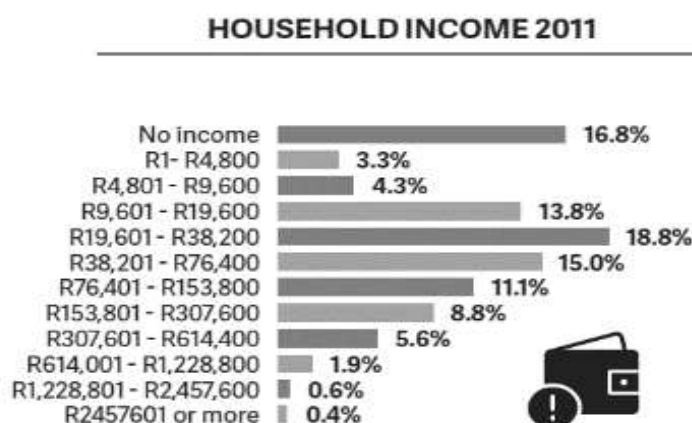
<sup>8</sup> This figure is based on the percentage of the total population between the ages of 15 and 64 years of age, as reported in the 2011 Census. The comparable figure was 66.6% for the 2001 Census.

between 4% and 6% of the labour force. This figure, however, assumes that there are no discouraged workers, or individuals unable to find work within the not economically active population.

## 5.4 Income and Type of Dwelling

Household income is one of the most important bases of welfare in a region. The ability to meet basic needs, such as adequate food, clothing, shelter, and basic amenities, is largely determined by the level of income earned by a household. Poverty is often defined as the lack of resources to meet these basic needs. An important indicator of poverty in a region is the number of household with an income below the Poverty Line. Knysna's income inequality levels at **0.639** has however been consistently higher than the levels of the Garden Route District (**0.613**) as well as the Western Cape (**0.613**). This percentage is still high and should be declining as income earned by more households within the Knysna municipal area moves away from the poverty line.

**FIGURE 5.3: HOUSEHOLD INCOME IN THE GREATER KNYSNA MUNICIPAL AREA IN 2011**



(Source: Socio-Economic Profile (SEP) Local Government, Knysna Municipality, 2018)

### 5.4.1 Type of Dwelling

The majority of the population occupies a formal dwelling (**80.4%**). The number of households living in informal dwellings as at 2016 is **18.6% (4 807)**. The number of traditional dwellings amount to **0.3% (82)**, which may include caravans; tents and unspecified structures.



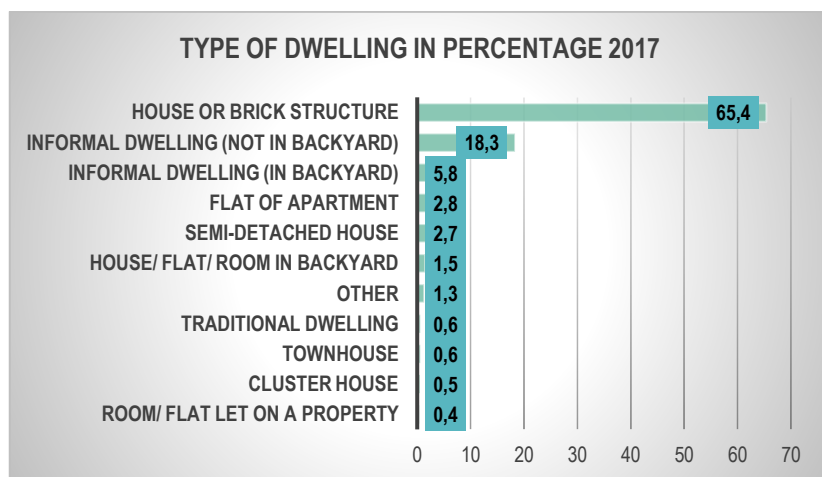
**20, 796**

**Total number of formal dwellings**



**4, 807**

**Total number of informal dwellings**



(Source: Stats SA Community Survey, 2017; Knysna Residential and Ancillary Facilities Development Market Study – July 2018)

## 5.5 Basic Services

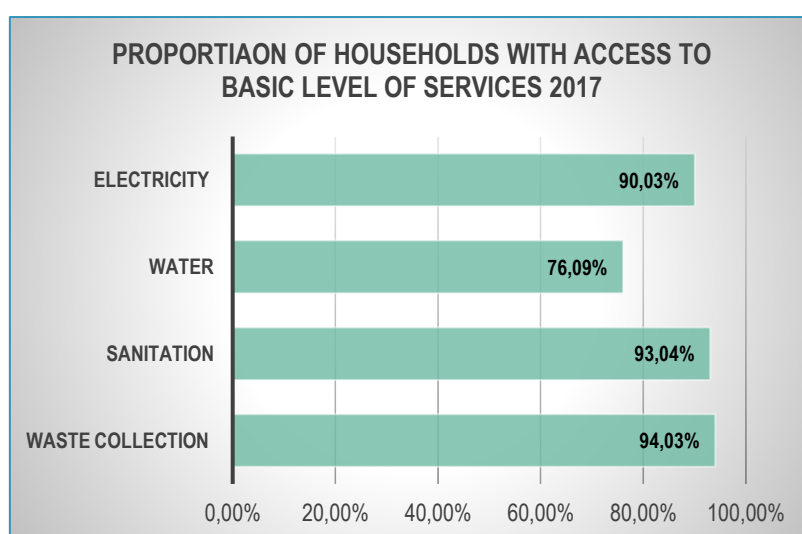
Approximately **90.3%** (23 357 households) have access to electricity connected to the grid (in-house prepaid and conventional meters). The remainder households constitute the backlog and includes households using gas, paraffin, solar systems, generators etc.

The total number of households that have access to piped water inside their dwelling amounts to **76.9%** (19 981 households) for the year 2016. Approximately **13.5%** (3 486 households) have access to piped water within a yard; **3.1%** (804 households) through a community stand within 200m of the dwelling and **2.9%** (758 households) have access to a communal tap. The remainder of the households constitutes a backlog and includes water further than 200m, springs and rainwater and water tanks.

The percentage of households with access to a flush toilet connect to a sewer or specific tank amounts to **93.4%** (24 171 households) for the year 2016. The remainder of households continue to use pit latrines without ventilation or the bucket system.

Approximately **94.3%** (24 389 households) in the Greater Knysna Municipal Area have their refuse removed weekly by the Knysna Municipality while **2.6%** (670 households) is removed less frequently. The remainder of the population dispose their refuse through own dumping **1.3%** (327 households) and communal dumping **0.6%** (167 households). Only **1.3%** (324 households) have no access to waste removal services.

Financial challenges remains a concern as the provision of basic services cannot be addressed within one financial year.



(Source: <https://wazimap.co.za/profiles/municipality-WC048-knysna/>)

## 5.6 State of the Knysna Economy

In order to better understand the realities that have historically, and currently, driven the greater Knysna municipal area's economy at a macro-economic level, the following section will consider the average GDP-R<sup>9</sup>

<sup>9</sup> Unless otherwise noted, all GDP-R and employment statistics are obtained from Quantec Standardised Regional Database (2018).

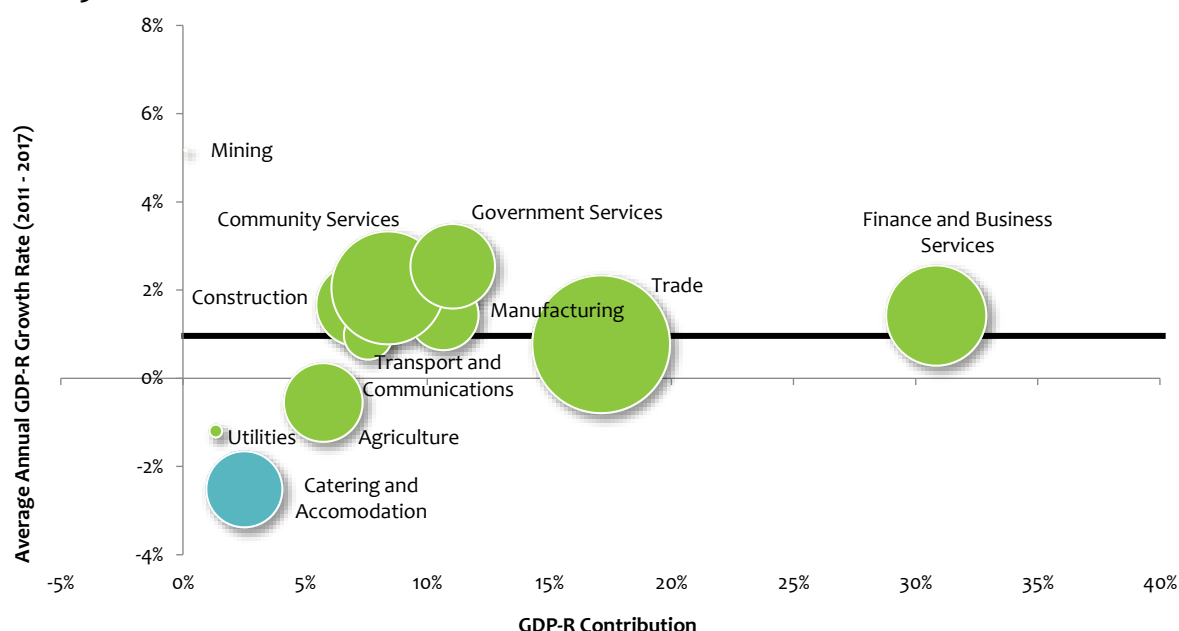
contribution of each economic sector, their GDP-R growth rates between 2011 and 2017 as well as the total number of people employed within each respective sector.

The section will also assess the employment trends between 2011 and 2017, total employment per sector relative to other regions through the utilisation of Location Quotients, and employment ratios.

### 5.6.1 Regional Competition

Figure 5.6 presents an overview of the greater Knysna municipal area's economy, with each of the bubbles representing one of the ten SIC economic sectors as well as the catering and accommodation subsector. The vertical axis represents average sectoral GDP-R growth between 2011 and 2017. Ideally, each of the bubbles should be situated on the upper part of the graph indicating high average growth rates over the period. The horizontal axis represents the average GDP-R contribution of each sector in 2017. The further the bubble is to the right-hand side of the graph, the greater the contribution that sector has to the municipality's total GDP-R. Finally, the size of each of the bubbles is based on the employment contribution of the sector relative to total employment levels i.e. the larger the bubble, the more people are employed by that sector.

**FIGURE 5.6: GDP-R ANALYSIS OF THE GREATER KNYSNA MUNICIPAL AREA**



The ideal situation for the local economy would be one in which the bubbles are of a similar size, cluster at the end of the horizontal axis and high up on the vertical axis. This would indicate a highly diversified economy that is characterised by high GDP-R growth, and a balanced distribution of employment creation opportunities.

The dark line indicated in Figure 5.6 represents the average annual GDP-R growth rate for the entire economy between 2011 and 2017 (1.3%). Sectors indicated above this line are those sectors that have exhibited GDP-R growth that exceeds that of the economy as a whole between 2011 and 2017. These are low paying jobs that generally require either unskilled or semi-skilled workers (e.g. agriculture).

Other key findings from Figure 5.6 are:

- The wholesale and retail trade sector employs the greatest number of people in the greater Knysna municipal area, and is the second largest contributor to the local economy**  
 As the largest bubble in terms of size, and the second furthest to the right, the trade sector is the largest employer and the second highest single contributor to the GDP-R of the greater Knysna municipal area. This sector includes the catering and accommodation sub-sector (shown separately in the figure) which

can be used as a proxy for the general size of the local tourism industry. The catering and accommodation sub-sector accounted for approximately 31.2% of employment (2011: 30.9%), and 14.7% of the GDP-R (2011: 17.9%) of the entire wholesale and retail trade sector in 2017.

# 11%

IN 2017, THE KNYSNA'S ECONOMY SHARE OF THE TOTAL REAL GDP-R OF THE GARDEN ROUTE DISTRICT MUNICIPALITY

# R3.38 BILLION

IN 2017, THE TOTAL REAL GDP-R IN CONSTANT 2010 PRICES, OF THE GREATER KNYSNA ECONOMY, A 8% INCREASE FROM 2011

The GDP-R and employment figures of the wholesale and retail trade sector does not directly capture the economic output of informal businesses such as hawkers. This means that the relevant importance of the sector could be understated.

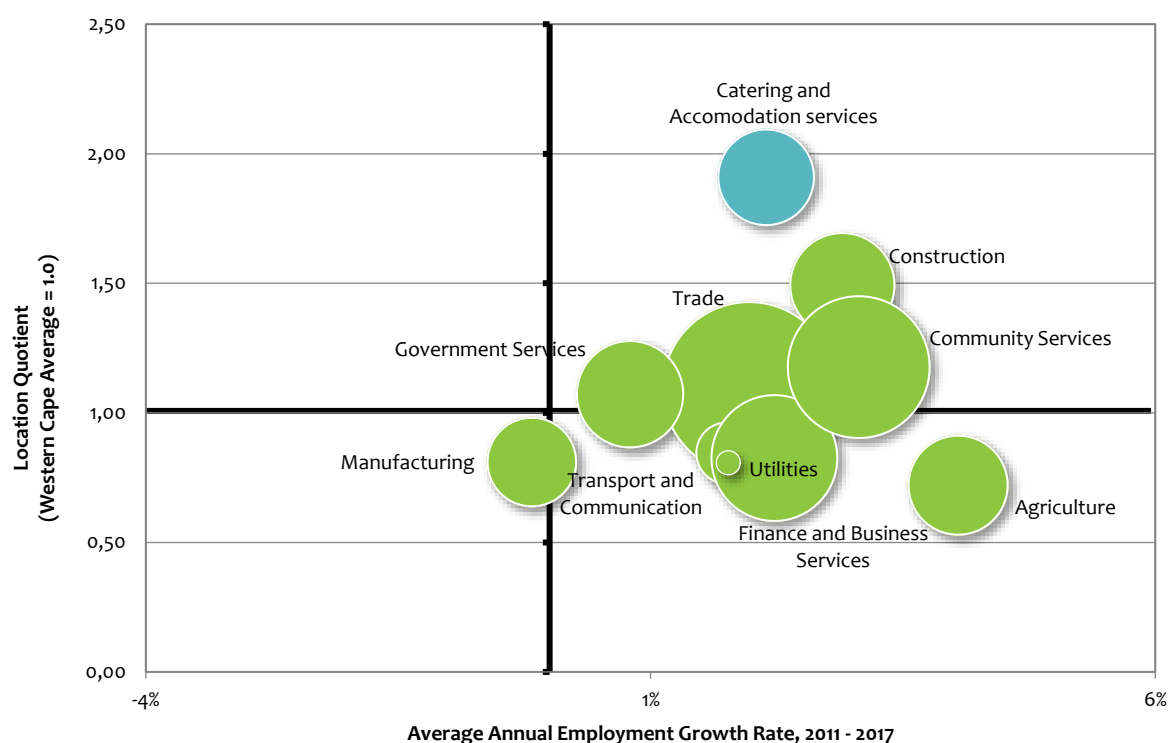
- **The government and community services sectors collectively employ over a quarter of the labour force**

The government and community services sectors' employ a combined total of 28.6% of all formally employed people in the greater Knysna municipal area, up marginally from the 28.5% of total employment recorded in 2011. It should be noted that these sectors mainly involve public expenditure and are therefore considered non-productive or non-value adding sectors.

- **The construction sector had moved from a high-growth, high-contribution sector in 2011, to a low-growth, high-contribution sector by 2017**

Although the construction sector has shown strong growth over the last ten years, its performance is highly cyclical and dependent on both the business cycle and the prevailing economic conditions, with the last few years exhibiting sectoral growth rates well below the long run average. The rebuilding efforts following the Knysna fire in June 2017 are anticipated to lead to a temporary boom in the construction sector over the short- to medium-term.

**FIGURE 5.6.1: GROWTH SHARE MATRIX, 2017<sup>10</sup>**



A similar analysis can be conducted for each sector in which the relative employment growth performance is considered. This growth-share matrix simultaneously indicates a sector's location quotient (vertical axis), recent job growth (horizontal axis), and total employment (size of the bubble). The results from these three factors are then displayed in a four-quadrant diagram as seen in Figure 5.6.1. Each quadrant is defined by a set of descriptive characteristics that help to inform the direction that a sector falling within a particular quadrant should follow. These characteristics are, clockwise from the top left:

- **Low Market Share and High Market Growth:** Sectors falling within this quadrant are unsure on what to do with existing opportunities. The decision on whether to increase investment is consequently highly subjective and serious consideration needs to be given before investment is undertaken. Success, however, is likely to yield high returns.
- **High Market Share and High Market Growth:** Sectors falling within this quadrant are performing well and there are a number of new investment opportunities.
- **High Market Share and Low Market Growth:** Sectors in this quadrant are well established and performing well in a no growth market. There are limited opportunities for further investment.
- **Low Market Share and Low Market Growth:** Sectors falling within this quadrant are weak market players and it is very difficult for such sectors to yield positive returns.

This analysis is beneficial in that it compares the performance of an economic sector to that of the same sector at a regional level (i.e. the benchmark). Ideally, sectors falling within the first and third quadrants should seek to move to the second quadrant where returns and market growth are high. In turn, little focus and/or investment should be

<sup>10</sup> For the purpose of the above diagram, the mining sector has been omitted. It would appear in the extreme right-hand corner, with an average annual employment growth rate of 4.6% and a location quotient of 0.36. Its omission is due to the fact that, given the small number of people employed by the sector, even a small change will lead to a high growth rate. It should also be noted that the trade sector includes employment in the Catering and Accommodation services sub-sector as part of the calculation.



directed to sectors that fall within the fourth quadrant. The greater Knysna municipal areas economy's growth-share matrix is illustrated above.

The upper right-hand quadrant of Figure 5.6.1 includes sectors that have had a positive job growth rate in greater Knysna municipal area from 2011 through to 2017. These are sectors that have been traditional strengths for the greater Knysna municipal area's economy over the period and include sectors such as construction, wholesale and retail trade and tourism (as measured by the performance of the catering and accommodation subsector). Sectors in the lower right-hand quadrant are those that have shown positive employment growth, but which have low growth potential and includes the agricultural, financial and business services, utilities and transport sectors.

Those sectors in the left-hand quadrants (i.e. manufacturing) have shed jobs over the last six years, and are underperforming relative to these sectors at a regional level (Garden Route District Municipality). Given that these sectors all fall within the lower left-hand quadrant, this analysis suggests that they are minor players within the greater Garden Route economy, and will experience considerable difficulty in obtaining high returns on additional increased investments.

Although the Growth Share Matrix is a useful analytical tool, it has several limitations, including:

- The analysis only considers employment dynamics as an indicator for sectoral performance. It also assumes that positive employment growth is the only indicator of a successful sector.
- The fact that a sector is outperforming the same sector at a regional level is not the only indicator of investment potential.
- Declining employment could be an indicator of greater mechanisation, which could in turn be attributed to higher output and consequently a better performing sector.

It is however, possible to address these criticisms, through considering the Growth Share Matrix (Employment Analysis) in the context of the GDP-R performance of each sector. Table 5.6.2 rates the importance of each sector on a scale (High, Medium, Low) based on the outcomes of both the GDP-R analysis and Growth Share Matrix. The net sectoral importance of the sector is then computed.

**TABLE 5.6.2: IMPORTANCE OF SECTORS TO THE GREATER KNYSNA MUNICIPAL AREA'S ECONOMY**

SECTOR	LEVEL OF IMPORTANCE		NET SECTORAL IMPORTANCE
	GDP-R Analysis	Employment Analysis	
Agriculture	Low	Medium	Low to Medium
Mining	Low	High	Low
Manufacturing	Medium	Low	Low to Medium
Utilities	Low	Low	Low
Construction	Medium	Medium	Medium to High
Trade	High	Medium	Medium to High
Catering and Accommodation Services	High	Medium	Medium to High
Transport and Communication	Low	Low	Low
Finance and Business Services	Medium	Medium	Medium
Community Services	Medium	Medium	Medium
Government Services	Medium	Low	Low to Medium

Combining the results from the GDP-R Analysis and the Growth Share Matrix revealed that the construction; trade; and catering and accommodation services sub-sector were moderately to highly important to the greater Knysna municipal area's economy, based on their historical performance. In comparison, the mining; utilities; and transport and communication sectors were shown to have played a minor role in the overall economic performance of the greater Knysna municipal area over the last six years.

Determining the net importance of the agricultural and manufacturing sectors is somewhat more complex. Although the Growth Share Matrix indicated that despite the adding jobs and outperforming the Garden Route District Municipality in terms of job growth, the agricultural sector had a -0.5% GDP-R growth rate between 2011 and 2017. Furthermore, the agricultural sectors contribution to the greater Knysna municipal area's total GDP-R has fallen from 6.4% in 2011 to 5.7% by 2017. This suggests that although the sector is adding jobs, value derived by enterprises operating in the sector is low.

The manufacturing sector is in a somewhat different position, with the Growth Share Matrix indicating that the sector has shed jobs and grown at a slower rate than that of the Garden Route economy. The GDP-R growth rate of the manufacturing sector over the period, while positive, has been poor, averaging 1.4% per annum between 2011 and 2017. The sector however, still contributes 10.7% of the total GDP-R of the economy and employs 9.9% of the local labour force up from 9.5% in 2011, suggesting that it is still an important sector.

## 5.7 Social Profile

### 5.7.1 Alcohol & Substance Abuse

#### ALCOHOL & SUBSTANCE ABUSE

##### STRATEGIC OBJECTIVE

- To create an enabling environment for social development and economic growth.
- To ensure the provision of bulk infrastructure and basic services through the upgrading and replacement of ageing infrastructure, and the expansion of new infrastructure.

Even though the behavioural social challenges relating to alcohol & substance abuse is not regarded as a core competency of local government, it still have a detrimental effect on the communities in the GKMA. The below profile in respect of alcohol & substance abuse provides an indication of the current reality, challenges as well as specific programmes targeted by the Social Development unit within the municipality to facilitate improvement in this regard.

##### STATUS QUO

Currently there is only one private drug rehabilitation centre in the GKMA, Serenity that is located at Elandsdraal near Karatara.

The Knysna Alcohol and Drug Centre (KADC) focusses on Community Based Rehabilitation, with the following programmes:

- Comprehensive assessment for individuals using alcohol or drugs
- Motivational Interviewing
- Family Education Sessions
- Random drug testing
- Referrals to accredited rehabilitation centres
- Youth programmes focusing on alcohol & substance abuse awareness

Knysna Municipality has entered into a MOU with the Department of Social Development to form partnerships to share resources and work in an integrated manner

##### CHALLENGES

- Currently there is no state subsidized rehabilitation centre in the area; the nearest rehabilitation centre is in Cape Town.
- Recovered addicted clients experience challenges to re-integrate into communities, especially in respect of employment opportunities and learnerships as they are generally 'excluded' due to criminal records.
- Limited funding for NGO's combating alcohol & substance abuse
- Challenges with the establishment of LDAC as sector departments are hesitant to form part of the initiative, the unstable political climate also hampers the establishment of this structure

##### RISKS

- Alcohol & Substance abuse normally results in an increase in unemployment and crime
- Breakdown in family structures
- Domestic violence, women & child abuse
- Increase in homeless people
- Prostitution
- Teenage pregnancies
- Early school leavers

##### PROPOSED INTERVENTIONS

##### DELIVERABLES

##### TIMEFRAMES

##### PROGRESS

Establishment of a Local Drug Action Committee (LDAC) in order to secure a collaborative co-ordination to combat drug & substance abuse in the community

A functional Knysna LDAC which comprises of the respective Government Departments, NGO's, CBO's and other social development partners.

2020/2021

- Engagements have been held with different stakeholders in order to mobilise commitment for the establishment of the Knysna Local Drug Action Group (LDAC)
- The Knysna LDAC is anticipated to be established by June 2019

LDAC to develop and implement Alcohol & Drug Abuse Intervention Plans

- Intervention plans will include traffic roadblocks and other safety measures.
- Clamp down on illegal alcohol & drug outlets

2020/2021

There is a stronger commitment from government departments, NGO's and private sector to address the challenges associated with alcohol & drug abuse in communities

Development and establishment of Awareness Programmes.

Awareness Programmes are implemented through a number of stakeholder organisations including KADC that will provide training to community members to assist as peer supporters that can refer clients for rehabilitation.

Ongoing

## PEOPLE WITH DISABILITIES

## STRATEGIC OBJECTIVE



- To create an enabling environment for social development and economic growth.
- To ensure the provision of bulk infrastructure and basic services through the upgrading and replacement of ageing infrastructure, and the expansion of new infrastructure.

## STATUS QUO

As per the information obtained from SASSA, there were approximately 2377 people with disabilities (grant dependent) in the GKMA in 2018.

- Knysna Municipality and APD will continue with a process with all relevant stakeholders e.g. Department of Human Settlement, SASSA, Department of Health, etc. to engage regularly with communities to ensure that they are well informed of services and that people living with disability are informed about their rights.
- Health and Social services must be accessible and relevant to persons with disabilities across all impairment conditions. To ensure that information is available, that health care workers treat persons with disabilities and their families with dignity and respect, and that the system is able to respond in an appropriate and timely manner to the needs of persons with disabilities.
- In terms of Human Settlement, accessible and well-designed housing and neighbourhoods contribute significantly to improving the living status of persons with disabilities. This requires that universal design principles be applied in respect of human settlement planning.

## FACILITIES

Die Werkswinkel is located in Hornlee and accommodates 21 members aged between 21 and 59 years old. Die Werkswinkel is funded through a partnership between the Western Cape Department of Social Development (DSD) and APD.

Services rendered at Die Werkswinkel:

- Equip disabled people with skills to do wood and needlework.
- Provide disabled people with the ability to work and earn an income.
- Raising self-esteem of disabled people.

## CHALLENGES

## LEVEL OF SERVICE

- Need to streamline services to people with disabilities.
- Lack of Comprehensive Policy to coordinate services amongst different government and non-government organizations.
- Over reliance on NGO's to render services to people with disabilities.
- Limited community based services for people living with disabilities.
- Limited economic and employment opportunities for people living with disabilities.
- Limited opportunities for students with disability to further their studies at a facility of higher education.
- Limited housing opportunities for people with disability.
- Potholes in pavements make it difficult to move easily with a wheelchair.
- Lack of wheelchair accessibility at clinics and other public amenities
- Lack of minimum space in waiting areas
- Lack of adequate access to toilet facilities
- Lack of disabled friendly RDP houses

## FINANCIAL CONSTRAINTS

- Organizations rendering services to people living with disabilities, is experiencing difficulties with funding and is under pressure to remain financially sustainable.
- The school for the deaf located in Knysna may close its doors unless sponsorships are secured.

## FACILITIES

- The closest special school for children with disability is Carpe


## RISKS

- Unsafe living conditions for people who are wheelchair bound in the informal settlements.
- Absence of an Early Childhood Development Centre for children living with disability – parents indicated that it is difficult for them to keep a job, especially where they have cerebral handicapped children, as they require fulltime and special care.

STATUS QUO		CHALLENGES	RISKS
<ul style="list-style-type: none"> <li>- Developing of life skills</li> <li>- Allow disabled people to use and advance their own working skills.</li> <li>- Opportunity for disabled people to start their own businesses</li> <li>- Provide them with the opportunity to be self-sustainable and provide for their families.</li> </ul> <p><b>School for the Deaf</b></p> <ul style="list-style-type: none"> <li>- Sivuyela, Knysna's only school for deaf children, operates out of an annex to the Hornlee Community Hall from February 2014.</li> <li>- The school started again 1 October 2016 on a more permanent basis, in an unused building adjacent to the community center in Hornlee, with sponsorship to refurbish and renovate the building for this purpose.</li> <li>- The school currently has six learners aged between 9- 14 years old, learning areas include sign language, reading, and writing.</li> </ul> <p><b>Epilepsy South Africa</b></p> <ul style="list-style-type: none"> <li>- Situated in Knysna, Epilepsy South Cape has a Residential Care Facility catering for 60 multiple-disabled adults of whom 97% have epilepsy.</li> <li>- This facility provides holistic care in a rehabilitative manner concentrating on family preservation through maintaining contact with the families and rebuilding damaged relationships.</li> </ul> <p><b>PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>- Knysna Municipality currently has an MOU with the Department of Social Development that mainly focusses on Youth Development Programmes, Early Childhood Development, Substance Abuse, and Older Persons as well as skills development programmes for people with disabilities.</li> </ul>		<p>Diem and is located in George.</p> <p>This impact negatively on the social fabric of families in Knysna and surroundings as they are separated for long periods.</p> <ul style="list-style-type: none"> <li>- The closest school for hearing impaired children is in Worcester, most parents will have trouble to afford these costs.</li> <li>- Our public amenities are not disabled friendly. This means that people living with disabilities (PLWD) are unable to access the much-needed services rendered at these public facilities. This is also evident in Knysna Municipality's corporate building which is not disabled friendly and makes it difficult for clients to gain access to senior staff and council chambers.</li> </ul>	 <p>Workers at Die Werkswinkel display kennel, headboard, easel, pot stand, and other products.</p>   <p>Opening of Deaf school in Knysna, by the Executive Mayor.</p>
PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
All housing developments must reserve a number of appropriately designed units for people living with disabilities	Accessible human settlements and neighbourhoods.	2020/2021	The Housing Allocation Policy of Knysna Municipality makes provision that approximately 10% of all housing beneficiaries must be reserved for people with disability. The design of houses and the areas have been specifically adjusted to accommodate and provide easy access to people with disability.

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
			Councillors have identified houses in their respective communities where wheelchair ramps have been constructed for easier access for people with disabilities at existing dwellings.
Establishment of a school for children with disabilities which can also incorporate the existing school for the deaf	Children with disabilities must have equitable access to Early Childhood Development (ECD) Programmes and facilities Little Angel's Day Care is the first day care centre in the Sedgefield/ Knysna area to accommodate the special needs of children with disability. They offer a safe haven with mostly trained volunteers and mothers to watch over these children as well as teaching those projects that fit their special needs. The day care has access to a physiotherapist that comes in on a weekly basis to assist and assess the children.	Ongoing	Discussions are currently underway with the Departments of Social Development and Education to establish an ECD centre specifically designed for learners with disability.
The municipality in conjunction with Association of People with Disability (APD) embarked on a needs assessment in the different wards to look at challenges/needs experienced by people with disabilities.	A workshop to establish a holistic integrated strategic plan in compliance with all stakeholders including Human Settlements, LED, APD, and DSD.	2020/2021	Following the needs assessment various workshops and recreational activities were planned and implemented to ensure a greater understanding and space was created for the people with disabilities.
Conduct an audit on public amenities, parking, pavements and signage to make the environment wheelchair friendly	<ul style="list-style-type: none"> <li>Establish a Local Disability Forum or link to existing Forum E.g. Older Person Forum</li> <li>Audit on Signage, parking &amp; public amenities</li> </ul>	2020/2021	Most of the public facilities do not make provision for access with people with disabilities. Ironically, there does not seem to be rigorous activism to keep the spheres of government accountable to ensure access to people with disabilities. Knysna Municipality is in the process of installing a wheelchair lift at its corporate building, which will ensure access to people with disabilities to the council chambers of the municipality. Public transport is also not conducive for people with disability to travel with ease.
Celebrating Special Days in conjunction with other stakeholders to enhance awareness of disabilities	Special days e.g. International Disability Day & Disability Right workshops	Ongoing	30 x people with disability from the Knysna APD and Epilepsy South Africa attended an International disability day and a Women in Business workshop in Mossel Bay




ELDERLY PEOPLE															
<b>STRATEGIC OBJECTIVE</b>		To create an enabling environment for social development and economic growth.													
<b>STATUS QUO</b>		<b>CHALLENGES</b>	<b>RISKS</b>												
<p>Individuals older than 60 years of age are classified as being elderly. The 2016 Community Survey of Stats SA indicate that there are approximately 6 033 elderly residents in the GKMA</p> <p><b>FACILITIES</b></p> <table border="1"> <thead> <tr> <th>Old Age Home</th><th>Location</th><th>Activities</th><th>Estimated Occupation Rate</th></tr> </thead> <tbody> <tr> <td>Vermont Old Age Home</td><td>Hornlee</td><td>-Recreational programmes -Spiritual activities -Occupational Therapists providing the elderly with physiotherapy</td><td>60 Residents</td></tr> <tr> <td>Loeriehof Old Age Home</td><td>Knysna</td><td>-Recreational programmes -Spiritual activities</td><td>78 Residents</td></tr> </tbody> </table> <p><b>PARTNERSHIPS</b> The Knysna Municipality, Social Services section has formed partnerships with a wide range of stakeholders including the Older Persons Forum to ensure better integration of services.</p> <p><b>CURRENT PROGRAMMES/PROJECTS</b></p> <ul style="list-style-type: none"> <li>- Knysna Municipality to assist the Golden Games, through the Older Persons Forum.</li> <li>- Celebrating special days through education programmes and assistance to Elderly Service Centre Clubs (Community Based).</li> </ul>		Old Age Home	Location	Activities	Estimated Occupation Rate	Vermont Old Age Home	Hornlee	-Recreational programmes -Spiritual activities -Occupational Therapists providing the elderly with physiotherapy	60 Residents	Loeriehof Old Age Home	Knysna	-Recreational programmes -Spiritual activities	78 Residents	<p><b>FACILITIES</b></p> <ul style="list-style-type: none"> <li>- An assessment of the Department of Social Development indicates that a large number of elderly people in the GKMA is dependent on government grants.</li> <li>- Accessibility of community based services, need to be strengthened.</li> <li>- Abuse (e.g.: physical, emotional, financial abuse) of older persons by family members.</li> <li>- The Vermont Old Age Home in Hornlee and Loeriehof in Knysna town are almost at capacity with limited support staff.</li> <li>- There are no formal homes for the elderly in the remote regions or the northern areas of Knysna, which means that all elderly are accommodated and transported to Vermont in Hornlee away from their family support structure.</li> </ul> <p><b>FINANCIAL CONSTRAINTS</b></p> <ul style="list-style-type: none"> <li>- Vermont Old Age Home experienced difficulties with funding, as the current funding is not covering all the expenses.</li> <li>- Downscaling of activity programmes for the elderly due to limited financial resources.</li> </ul>	<p>Should Vermont Old Age continue to experience ongoing funding issues, it may result in the Old Age Home having to close its doors. This will have a negative impact on the community.</p> 
Old Age Home	Location	Activities	Estimated Occupation Rate												
Vermont Old Age Home	Hornlee	-Recreational programmes -Spiritual activities -Occupational Therapists providing the elderly with physiotherapy	60 Residents												
Loeriehof Old Age Home	Knysna	-Recreational programmes -Spiritual activities	78 Residents												

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
To facilitate increased participation of local older persons in the Golden Games which will enhance their physical well-being.	To enhance community based programmes aimed at improving the wellness of older persons in communities	Ongoing	A number of programmes for the elderly are being rolled out on a continuous basis which include Local and Regional Golden Games events, Indoor mini-sport days, mini-makeovers which are very valuable for the physical and psychological well-being
Establishment of an Older Persons Forum for the GKMA.	<ul style="list-style-type: none"> <li>To establish a holistic integrated plan in collaboration with all relevant stakeholders such as Vermont Old Age Home,</li> </ul>	-	



PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
Vermont, Loeriehof, DSD, Service Centre Clubs (community based programmes) SAPS, SASSA	Loeriehof, Department of Social Development and Age-in-Action. <ul style="list-style-type: none"> <li>Facilitate participation in programmes such as the Older Person's Week etc.</li> </ul>		

#### 5.7.4 Homeless People

HOMELESS PEOPLE			
STRATEGIC OBJECTIVE		To create an enabling environment for social development and economic growth.	
STATUS QUO	CHALLENGES	RISKS	
<p>A recent study conducted by Knysna Municipality indicated that there were approximately 63 homeless people living in open spaces such as Die Punt, Knysna Station, White Bridge, Cemetery, Railway Bridge, Loerie Park, Waterfront, Angling Club, Taxi Rank, and Cathy's Park. It is anticipated that the above number has grown to approximately 85 due to seasonal migration. The following information was obtained through the questionnaire:</p> <ul style="list-style-type: none"><li>• The age group of homeless people varies from 18 to 66 years old, due to seasonal migration the total can increase.</li><li>• Majority of the homeless people are born in Knysna, some are from neighbouring towns and some from other provinces.</li><li>• They sustain themselves by catching fish and doing informal jobs such as parking attendants and begging at prominent businesses in town.</li><li>• Some of the homeless people are exposed to various illnesses, e.g. tuberculosis, HIV/AIDS and hypertension.</li></ul>	<ul style="list-style-type: none"><li>- Lack of an appropriate premises or land for a shelter for homeless people</li><li>- Lack of specialized services welfare organization dealing with homeless people</li><li>- Lack of housing opportunities</li><li>- High rate of poverty and unemployment</li></ul>	<ul style="list-style-type: none"><li>- Unemployment rate to increase in the current economic climate and as a result crime and substance abuse will follow.</li><li>- People living on the streets hampers tourism attraction and may influence negatively on the property value of specific areas.</li><li>- Business in central town experience low sales as customers avoid shopping where homeless people are standing in front of shops.</li></ul>	
			
PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
To establish more accurate baseline data of all homeless people in the GKMA.	A comprehensive database with up to date baseline information in respect of homeless people	2020/2021	<p>It seems that the number of homeless people have increased over the last couple of years. A contributing factor is the 2017 Knysna fires, which left a number of people homeless.</p> <p>During July 2019 a soup/clothing drive, at the Waste by Rail and Anglican Club was conducted with various stakeholders followed by a survey.</p>
Profiling of all homeless people living in open public places	To establish a holistic integrated strategic plan with all stakeholders develop practical and sustainable options that will not only benefit the homeless but the public in general.	2020/2021	<p>An audit will be conducted in the next financial year to update the profiling of homeless people in Knysna. The baseline data of the audit will be spatially mapped to outline the areas in which homelessness are more prevalent. This baseline information will directly inform the strategic plan which is to be spearheaded by Department of Social Development in order to address the growing number of homeless people</p> <p>Long term planning will be discussed with relevant stakeholders and interest groups during 2020.</p>

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
Law enforcement involved in a programme to manage public places.	Less people living on the streets	Ongoing	The municipality's Law Enforcement Unit is continuously patrolling public spaces where homeless people are prevalent.
Facilitate a process with the Department of Social Development to establish a shelter for homeless people in Knysna	Functional shelter for homeless people subsidized by the Department of Social Development	2019/2020	Discussions have been held with the Department of Social Development concerning the establishment of a shelter for the homeless.

## 5.8 Health Profile

This section of the profile highlights the current health infrastructure and human resource capacity in the public health sector and the burden of disease in the Greater Knysna Municipal Area. The municipality has collaborated with the Department of Health and other relevant stakeholders to implement a pilot programme in the Sedgefield community called “Building Healthier Communities”. This demonstrates the shifting from a strictly preventative to a wellness approach in terms of health management.

### 5.8.1 Access to Health Facilities

Municipality	Community Health Centres	Community Day Centres	Clinics	Satellite Clinics	Mobile Clinics	District Hospitals	Regional Hospitals	Total
<b>Garden Route District</b>	<b>0</b>	<b>5</b>	<b>36</b>	<b>10</b>	<b>23</b>	<b>6</b>	<b>1</b>	<b>82</b>
Kannaland Local Municipality	0	0	3	0	2	1	0	6
Hessequa Local Municipality	0	0	5	2	3	1	0	11
Mossel Bay Local Municipality	0	0	4	5	5	1	0	15
George Local Municipality	0	2	10	1	7	1	1	22
Oudtshoorn Local Municipality	0	1	5	0	3	1	0	10
Bitou Local Municipality	0	1	4	1	1	0	0	7
<b>Knysna Local Municipality</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>10</b>

**Table 9:** Health care facilities located in Knysna

Source: Western Cape Department of Health, 2020

### 5.8.2 Health Human Resource Capacity

A total of 9 doctors and 58 professional nurses have been employed by the Department of Health to render health services to patients attending the primary health care facilities in the GKMA. The health human resource capacity reflected herein does not include those who are in private practice in the region.

<b>Knysna</b>	<b>2019</b>
Primary Healthcare Doctors	Part of the 31
Number of Doctors at District Hospitals	31
Primary Healthcare – Professional Nurses : Knysna	57
Number of Professional Nurses at District Hospitals	75

**Table 10:** Primary Healthcare Practitioners 2020

Source: Department of Health -

### 5.8.3 Burden of Disease

Municipality	ART Patient load (Dec 2019)	Number of Anti-Retroviral Treatment (ART) Sites	Number of TB Clinics
<b>Garden Route District</b>	<b>7 549</b>	<b>12</b>	<b>71</b>
Kannaland Local Municipality	12	0	7
Hessequa Local Municipality	154	1	8
Mossel Bay Local Municipality	1 197	1	15
George Local Municipality	2 476	2	14
Oudtshoorn Local Municipality	591	1	13
Bitou Local Municipality	3355	7	7
<b>Knysna Local Municipality</b>	<b>4136</b>	<b>6</b>	<b>6</b>

**Table 11:** Knysna’s burden of disease – 2020

Source: Western Cape Department of Health

The Western Cape Department of Health reported that 4136 patients were receiving anti-retroviral treatment in December 2019 at the six anti-retroviral treatment (ART) service sites located in Knysna. This accounts for approximately 20% of the total 7 549 HIV/Aids patients being treated with ART within the Eden District and accounts for the second largest HIV/Aids population in the region after George Municipality. ARV treatment in Knysna currently includes more than 90 children. A further 400 patients are known HIV positive, but are currently

healthy enough not to require ARV medication at present. These patients are continuously being monitored and cared for in the HIV care or pre-ART programme. No waiting lists for ARV treatment exist in Knysna. ARV treatment is available at all Primary Health Care clinics in a nurse-driven doctor-supported model. Historically Knysna was one of the first towns to have an ART site, and this influenced the prevailing statistics.

Knysna Municipality is in the process of drafting a comprehensive HIV/Aids strategy, but it will certainly require adequate funding to implement this strategy effectively. The municipality will continue to solicit the participation of the Departments of Health and Social Development in this regard, recognising that this is the core function of these two departments. Prevention of Mother to Child Transmission is available at all clinics. The action plan below (Table 12) will pave the way for the effective implementation of an HIV/Aids & TB strategy. A total number of seven Tuberculosis (TB) clinics are currently rendering a very effective treatment service in the area.

Response Required	Municipal Action	Progress status	Timeframe
<b>Increased advocacy by Council to address HIV/Aids and TB, thereby increasing knowledge, improving the utilisation of services and reducing stigma</b>	Launch an internal and external awareness campaign for HIV/Aids and TB	A comprehensive awareness campaign to be rolled out in the next financial year with the assistance from Garden Route District Municipality	2019/2020
<b>HIV/Aids and TB internally mainstreamed within the Knysna Municipality, providing all municipal employees with a comprehensive HIV/Aids and TB policy and programme</b>	Develop an internal policy and workshop it with all municipal employees	An internal HIV/Aids policy has been developed and workshops will be held with employees in each Directorate	2019/2020
<b>Underlying development conditions have been addressed in order to reduce susceptibility to HIV infection and vulnerability to the impacts of HIV/Aids and TB amongst communities</b>	Continuous awareness on municipal communications	To engage with the different stakeholders in this regard	2019/2020
<b>Knysna Municipality ensures a co-ordinated HIV/Aids and TB response by all stakeholders in the implementation of programmes and interventions of the community</b>	Participate effectively in IGR structures established to combat HIV/Aids and TB	The Greater Knysna Welfare Forum is in the process of being established. The Terms of Reference for the forum has been drafted and will be circulated for comment	2019/2020
<b>Increased access of Knysna Municipality residents and visitors to HIV/Aids and TB information and services</b>	Communication at information centres	The Theta municipal newsletter and the official website of the municipality will be utilised to improve access to information on HIV/Aids and TB	2019/2020
<b>Review and update HIV/Aids &amp; TB strategy</b>	The plan will be reviewed and updated and the financial elements will be included in the budget.	The draft HIV/Aids and TB strategy will be tabled to Council for adoption in due course	2019/2020

**Table 12: HIV/Aids and TB Action Plan**

## 5.9 Gender Mainstreaming

Gender mainstreaming is a strategy to make women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of the policies and programmes in all political economic and societal spheres so that women and men benefit equally from socio-economic opportunities in the workplace and society in general. Sex is a biological difference between men and women, whereas gender refers to social construct, as it is determined by the socio cultural attitudes, stereotypes and norms in any given society.

GENDER MAINSTREAMING			
STRATEGIC OBJECTIVE		To create an enabling environment for social development and economic growth.	
Due to the imbalances of the South African history, the rights of women are prioritised in order to narrow the socio-economic gap between women and men. Stereotyping of jobs specifically reserved for women is a common practice and often result in limited skills development and empowerment programmes for women.			
STATUS QUO		CHALLENGES	RISKS
Gender mainstreaming is a concerted campaign to enhance equitable access for men and women to resources and opportunities especially in respect of decision-making processes. In the case of Knysna Municipality, the top management team is male dominated with only two female directors in senior management positions. Political representation by women is slightly better with 6 out of 21 Councillors being women. Knysna Municipality and Department of Local Government formed a partnership during June 2016 to support the implementation of the Gender Mainstreaming for the GKMA. A gap analysis was conducted on existing programs, gender specific programs, gender management system, employment practices, and the environment and will guide the municipality to formulate a Gender Action Plan in consultation with the Department of Local Government.		<p>Due to the institutionalised discriminating history of South Africa, women are still facing immense challenges which include:</p> <ul style="list-style-type: none"><li>• Access to social emancipation</li><li>• Economic empowerment of women</li><li>• Access to equitable employment opportunities</li><li>• Financial dependency from their male counterparts</li><li>• Gender-based violence, etc.</li><li>• More women are prone to poverty and unemployment than men</li></ul>	<ul style="list-style-type: none"><li>• Violation of women's rights in the workplace in the workplace and society in general</li><li>• Women might not experience equal access to employment and business opportunities as well as skills development programmes</li><li>• Women not taking up leadership positions in government and the private sector</li><li>• Denying women's rights of access to equal education opportunities and access to primary health care</li></ul>
PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
Institutionalisation of Gender Mainstreaming	<ul style="list-style-type: none"><li>• Compiling a Gender Mainstreaming Policy for Knysna Municipality</li><li>• Development of A gender Mainstreaming Strategy</li><li>• Development of a Gender Mainstreaming Action Plan with clear deliverables and timeframes</li></ul>	2020/2021	These documents are currently in draft phase.
Revitalisation of the Employment Equity Forum	Identify committed Council members and administrative representatives to serve on a function Employment Equity Forum.	2020/2021	This structure still needs to be established.
Youth Empowerment Programme for women	Development of a dedicated programme to empower young women and prepare them to take up leadership positions in society	2019/2020	This programme is currently in the development phase
Economic empowerment of women	Ensure that the SMME incubator programme of the LED department makes specific provision for women entrepreneurs	Ongoing	Currently a number of women entrepreneurs participate in the SMME incubator programme of the Knysna Municipality LED department.
Ensure improved safety environment for women	Establishment of a safe house for victims of gender-based violence especially for children	2020/2021	IGR discussions are currently underway between Local Government, Departments of Community Safety and Social Development in this regard

### 5.10 Early Childhood Development

Research studies across the world confirm that early learning opportunities make a real and lasting difference in children's lives. All three spheres of government have different roles to play to provide the building blocks for access to quality early stimulation, education and care for children, especially those children in vulnerable communities. Early Childhood Development (ECD) services are child-centred and emphasise the important role of parents and caregivers in the support and upbringing of children under the age of six years. The service also offers training and support programmes to ECD practitioners. So far, the Knysna Municipality has collaborated with the Knysna Education Trust to conduct an audit of registered and unregistered pre-schools and crèches in the GKMA. The outcome of this partnership will be to establish an inter-departmental action plan that will assist KET to get unregistered crèches and pre-schools registered. Training needs of ECD practitioners has also been identified and will be provided to ECD educators in due course.

The table below provides the service delivery focus of the partnership between Knysna Municipality and Knysna Education trust:

EARLY CHILDHOOD DEVELOPMENT			
STRATEGIC OBJECTIVE	To create an enabling environment for social development and economic growth.		
The constitutional mandate of Early Childhood Development is vested in the national and provincial Departments of Social Development. Local government plays a partnership role to ensure that children in all walks of life get an early start in terms of access to quality ECD facilities.			
STATUS QUO	CHALLENGES		RISKS
<p>ECD services include the establishment and registration of facilities for children under the age of six years. The service also offers training and support programmes to ECD practitioners. So far, the Knysna Municipality has collaborated with the Knysna Education Trust (KET) to conduct an audit of registered and unregistered pre-schools and crèches in the GKMA. The outcome of this partnership will be to establish an inter-departmental action plan that will assist KET to get unregistered crèches and pre-schools registered. Training needs of ECD practitioners has also been identified and will be provided to ECD educators in due course.</p> <ul style="list-style-type: none"><li>- Child Population 0-5 years in Knysna: 7 725</li><li>- 22 Registered funded ECD's in area</li><li>- 54 Registered but unfunded ECD facilities</li><li>- Number of children benefitting from funded ECD program: 1500</li><li>- Total of 69 un-registered facilities in area</li></ul> <p>Department of Social Development officials are responsible for overall child protection services to all children in need of care and protection.</p>	<ul style="list-style-type: none"><li>• Large number of children under 5 years not benefitting from ECD program</li><li>• Mushrooming of un-registered facilities (not complying with minimum norms and standards for registration)</li><li>• Challenges which hamper registration of ECD's:<ul style="list-style-type: none"><li>- Inadequate infra structure and ablution facilities; lack of fire and safety equipment; cost of health clearance certificates, first aid qualifications, electrical compliance building plans, zoning or consent usage; Educational resources including playground areas, and equipment; Qualified ECD teachers;</li><li>- Limited budget for the funding of ECD programs</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Limited knowledge of ECD's (registered and non-registered) hampers proper planning for this important function</li><li>• Safety of children in un-registered facilities compromised</li></ul>	
PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
Capacity building and training of ECD practitioners	First Aid Training, Fire training, Computer Literacy training, fundraising training	2020/2021	20 X ECD facilitators received first aid training in partnership with the National Development Agency (NDA). Follow –up training will be rolled out in 2019
Registration of unregistered ECD centres	Identifying functional crèches which adhere to the minimum requirements criteria set by Department of Social Development for registration	Ongoing	Provide assistance to unregistered crèches to adhere to minimum registration requirements in respect of the following: <ul style="list-style-type: none"><li>• Compliance with fire safety requirements</li></ul>



PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
			<ul style="list-style-type: none"> <li>• Approval of building plans</li> <li>• Health competency certificates</li> <li>• Zoning certificates</li> </ul>

### 5.11 Youth Development

YOUTH DEVELOPMENT			
			<ul style="list-style-type: none"> <li>• To create an enabling environment for social development and economic growth.</li> <li>• To encourage the involvement of communities in the matters of local government through the promotion of open channels of communication</li> </ul>
DEPARTMENTAL GOALS			<ul style="list-style-type: none"> <li>• To implement skills development programmes that will have a direct impact on job opportunities to decrease the youth unemployment rate.</li> <li>• To create entrepreneurial opportunities for youth</li> </ul>
STATUS QUO	CHALLENGES	RISKS	
<b>YOUTH PROFILE</b> 2017 StatsSA Community Survey indicates that 25 706 people in the GKMA fall within the youth category of 15-34 years <ul style="list-style-type: none"> <li>- The services available at the Youth Development Centers include computers, internet access, mobile networking</li> <li>- Key performance areas of the Youth Advisors is to               <ul style="list-style-type: none"> <li>○ Assist with implementing programmes provided by the Youth Desk</li> <li>○ Assist with planning, organizing and coordination various event.</li> <li>○ Provide information on all youth desk services in all areas of the community.</li> <li>○ Networking with Provincial and National youth structures</li> <li>○ Report writing and administration of youth Centre</li> </ul> </li> </ul>	<b>FACILITIES</b> <ul style="list-style-type: none"> <li>- Limited spaces and no premises available to identify a Skills Centre within Knysna.</li> </ul> <b>COMMUNICATION</b> <ul style="list-style-type: none"> <li>- To increase the free access to Wi-Fi accessibility the broader community of Knysna.</li> <li>- The municipality should evaluate its Communication Strategy, by utilizing a variety of social media platforms and tools to communicate more effectively with the diverse communities – Youth desk would like to create Knysna Youth App.</li> <li>- Municipality to ensure the credibility and consistency of its data especially in respect of youth development.</li> </ul>	<ul style="list-style-type: none"> <li>• Property being vandalized by vagrants; this will affect the budget as additional cost would have to be incurred for the maintenance of the property.</li> <li>• Unemployment, crime, and substance abuse rate to increase.</li> </ul>	
<b>PARTNERSHIPS</b> <ul style="list-style-type: none"> <li>- Garden Route District Municipality</li> <li>- Social Development</li> <li>- Department of the Premier</li> <li>- Skills Education Training Authorities (SETA's)</li> <li>- National Youth Development Agency (NYDA)</li> <li>- Provincial/National Departments</li> <li>- Private Sector Partners</li> <li>- Local Stakeholders involve with youth development</li> </ul>			
<b>CURRENT PROGRAMMES/PROJECTS</b>			



STATUS QUO		CHALLENGES	RISKS
The Youth development section is in process of establishing a Youth Development Strategy, which will be linked to a Budget and Implementation Plan of programmes, projects and initiatives.			
PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
To develop a Youth Development Strategy	To assist with the elimination of ad hoc programmes and have a more holistic approach in terms of youth development programmes.	30 June 2020	A workshop was held in October 2019 with local stakeholders involved with youth development. The service provider who facilitated the workshop will send a draft document for input from Council.
<u>Youth Employment Interventions:</u> Develop skills programmes that focus on job creation or opportunities. <u>Promote youth entrepreneurship:</u> Provide business skills training and mentoring opportunities.	Contributing to economic growth through the development of youth skills by providing the following: - In-house training that will make the youth marketable and employable	30 June 2020	Currently in discussion with Garden Route District Municipality and various stakeholder to host a Youth Skills Summit.  LED will also establish an internal committee, of which the youth desk will form part to host an Entrepreneur Summit. This summit will geared towards young up and coming entrepreneurs.
To identify space for Skills Centre and to encourage and support business enterprises with community training initiatives.	Contributing to economic growth.	2020/2021	A business plan is to be drafted to conceptualise the establishment of a Skills Centre. Funding proposals will be submitted to potential funders for such a project.
Roll-out of youth development programmes	Identification of youth development programmes & projects in the GKMA under the auspices of the Youth Advisory Offices	30 June 2020	<ul style="list-style-type: none"> <li>Youth Skills Summit</li> <li>Young Entrepreneurs Summit</li> </ul>

## 5.12 Sport and Recreation

SPORT DEVELOPMENT	
<b>STRATEGIC OBJECTIVE</b>	<ul style="list-style-type: none"> <li>To create an enabling environment for social development and economic growth.</li> <li>To encourage the involvement of communities in the matters of local government through the promotion of open channels of communication</li> </ul>
<p>Sport and recreation is a vital developmental tool to maximize social development through the provision of facilities and programmes for all members of society. Investment into sport development programmes can facilitate personal, social and economic benefit. Sport &amp; recreation activities are a very effective vehicle for social cohesion and integration of communities across the spectrum of society. The residents of Knysna are passionate about sport and have prioritized various sport development programmes during the IDP public participation process. In terms of the Constitution, the key focus of local government is to provide adequate sport and recreational facilities to communities.</p>	
<b>DEPARTMENTAL GOALS</b>	To maximize access, development and excellence at all levels of participation in sport and recreation in order to improve social cohesion and the physical and psychological well-being of residents.
STATUS QUO	CHALLENGES
<ul style="list-style-type: none"> <li>Sport facilities in Smutsville, Rheenendal MPC's, Dam se Bos and Hornlee have been upgraded.</li> <li>The Bongani and White Location sport facilities are currently in the process of being</li> </ul>	<b>FACILITIES</b> <ul style="list-style-type: none"> <li>With soccer being the largest sport code in our municipal area, our facilities are at times over utilized. The municipal department of Integrated Human Settlement (IHS) should allow for a more integrated approach when they design</li> </ul>

upgraded as part of the capital investment program of the municipality	housing developments. This will ensure for the inclusion of open spaces for sport & recreational purposes.		
<ul style="list-style-type: none"><li>- Sport development programs are currently being implemented in conjunction with the relevant federations and the Youth Development Section of the municipality</li></ul>	<ul style="list-style-type: none"><li>- Sport facilities should be made accessible to the entire community including people with disability. Ramps to be constructed at sport facilities in order to make it accessible to people with disability.</li><li>- Facilities to accommodate sport such as boxing, karate, basketball, etc. needs to be considered.</li><li>- The Sportsdesk will provide input on the needs of the sport fraternity during the review of the SDF of Knysna Municipality</li></ul>		
	<b>CAPACITY</b> <ul style="list-style-type: none"><li>- Shortage of staff makes it difficult to roll out development programs in the GKMA. The new organogram only makes provision for a liaison officer between Knysna Municipality and the Sport Council, because sport development is not a core function of Local Government.</li><li>- Substance abuse is a huge problem in certain areas of the GKMA. Sport and recreation activities should be used as a mechanism to keep people away from criminal activity</li><li>- Establishment of sport council remains a challenge for Knysna Municipality due to the lack of participation from different sport codes.</li></ul>		
PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
Interaction with sport codes	To discuss and document the status quo of all the sport codes in the GKMA. To identify all the gaps in the sports codes based on a comprehensive needs analysis. Conduct a comprehensive needs analysis amongst all sport codes	2019/2020	The Sport Development Coordinator met with Soccer, Rugby, Cricket and Netball clubs to discuss the status quo of sport codes. The needs analysis audit will include other sport codes as well.
Establishment of a functional Sport Council	To establish a fully functional Sport Council that consists of all the sport codes in Knysna. The Sport Council will act as an advisory body to council with matters relating to facility upgrading, events and sport development programmes.	2019/2020	A workshop will be scheduled with all the relevant role players to discuss the way forward regarding the establishment of a functional sport council.
Mass participation programmes	Facilitate the establishment of mass participation centres in the various disadvantaged communities in GKMA to present different after school sport and recreational activities.	2019/2020	<ul style="list-style-type: none"><li>• A programme will commence in the next financial year to appoint 24 coaches that will assist with the roll out of recreational sport codes at schools in the GKMA. This initiative will be done in collaboration with the Department of Cultural Affairs &amp; Sport</li><li>• After school sport and recreational activities have been instituted at:<ul style="list-style-type: none"><li>- Fraaisig Primary</li><li>- Hornlee Primary</li><li>- Sunridge Primary</li><li>- Tembelitsha Primary</li><li>- Dam se bos sport field</li><li>- Concordia Primary</li><li>- Chris Nissan Primary</li><li>- Rheenendal Primary</li><li>- Karatara Primary;</li><li>- Redlands Primary</li></ul></li></ul>

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
			<ul style="list-style-type: none"> <li>- Ruigtevlei Primary (Fairview); and</li> <li>- Smutsville (Sedgefield Primary)</li> </ul>
Sport Facilities	The municipality is currently in the process of developing/upgrading a number of sport facilities in the GKMA. The goal of these upgrades will be to promote multi-purpose use of the facilities by as many sport codes as possible. This will also pave the way to introduce new sport codes to the different communities.	2019/2020	<ul style="list-style-type: none"> <li>• A MIG application has been submitted to upgrade sport facilities in the Rheenendal, Bongani, Hornlee and Smutsville areas. The upgrading will commence as soon as the technical report from the Consulting Engineers have been finalized and approved.</li> <li>• Phase 1 of the Bongani Sports field-upgrading project is completed with the installation of floodlights. The commencement of phase 2 of the project is dependent on the approval of the funding application to MIG.</li> <li>• A tender has been awarded for the 2<sup>nd</sup> phase of the White Location multi-purpose sport facility</li> </ul>
Development Programmes	To assist the clubs in improving their institutional and performance abilities in order to excel in their respective sport codes. With the necessary assistance and education, we can ensure that they deliver proper coaching to the athletes.	Quarterly	<ul style="list-style-type: none"> <li>• Sport development is not a core function of local government and subsequently Knysna Municipality assist sport federations and schools as and when required.</li> <li>• We need to ensure that the sport codes and clubs become financially sustainable.</li> </ul>

The map below indicates the location of the different sport facilities in the GKMA:

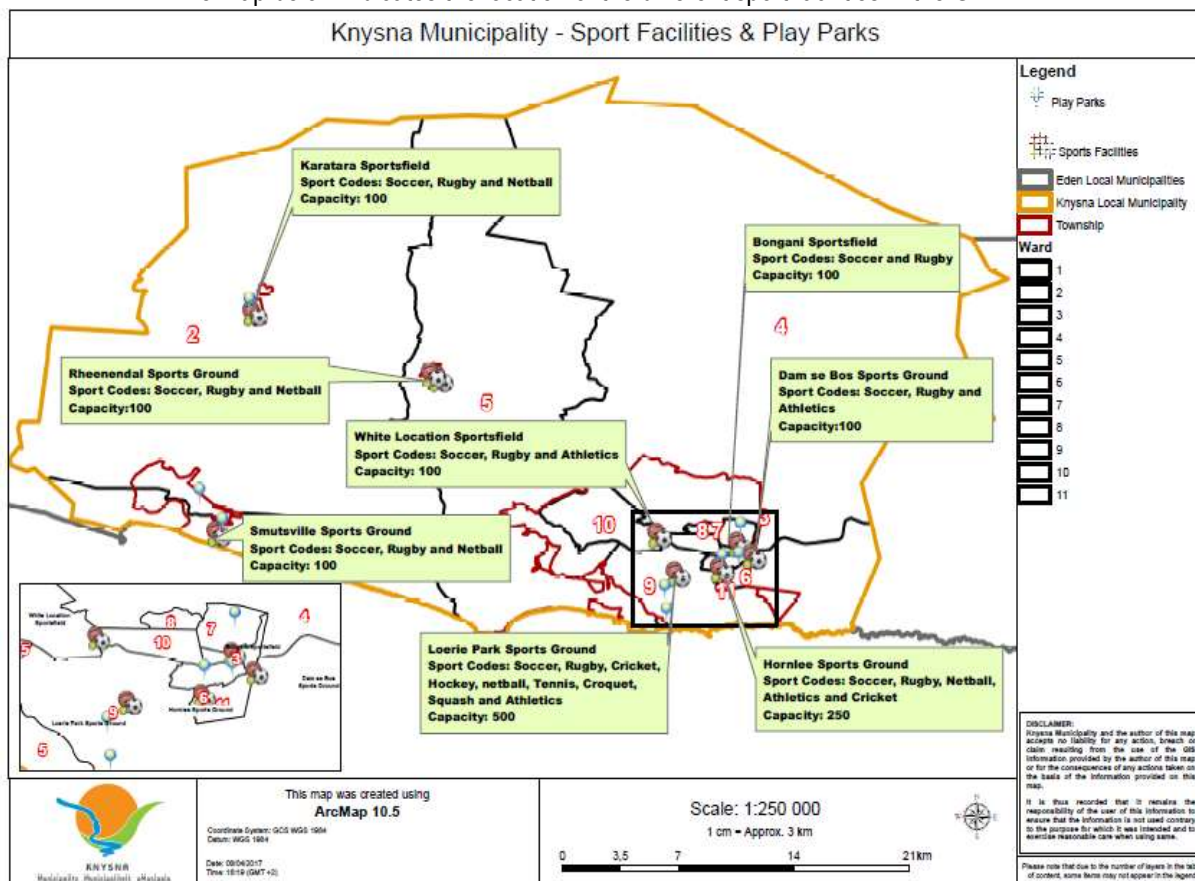


Figure 10: Sport Facilities & Play Parks

## 5.13 Parks and Recreation Services

PARKS & RECREATION SERVICES		
STRATEGIC OBJECTIVE	To promote a safe and healthy environment through the protection of our natural resources.	
STATUS QUO	CHALLENGES	RISKS:
<p><b>Core functions of the Parks &amp; Recreation Section currently include:</b></p> <ul style="list-style-type: none"> <li>- Grass cutting at public open spaces</li> <li>- Tree maintenance</li> <li>- Gardening</li> <li>- Alien vegetation control on municipal land done through guidance of environmental control plan</li> <li>- Maintenance of public amenities</li> <li>- Establishment and maintenance of play parks</li> <li>- Oversight of ward based contractors who have been appointed for the maintenance of municipal facilities</li> <li>- Cemeteries</li> <li>- Municipal Halls</li> <li>- Buffalo bay Caravan Park</li> <li>- Sport field Establishment/ Maintenance</li> </ul> <p>The play parks are normally established in areas identified by the respective ward councillors after consultation with their ward committees and is in most instances funded from the ward allocation budgets.</p> <p>Due the limited land, availability as well as limited financial resources the play parks usually only consist of minimum playing equipment and does not include any landscaping environment.</p>	<ul style="list-style-type: none"> <li>• Limited land availability for the establishment of play parks</li> <li>• Community does not take ownership and responsibility for play parks which normally gets vandalized fairly quickly</li> <li>• Play parks are used as a gathering place for criminals, which compromise the safety of the kids for whom it is intended.</li> <li>• Some boardwalks and stairs especially at the beaches are redundant and need urgent repairs or replacement.</li> <li>• People can be injured on board walks and stairs when they are broken because of vandalism or high volumes of human traffic, and third party claims can be lodged against the municipality.</li> <li>• Do not have sufficient burial space; most of the cemeteries in the GKMA do not have capacity. The Department should embark on a process to establish a regional cemetery.</li> <li>• One of the biggest challenges is the appointment of caretakers for each municipal hall as well as ensuring the maintenance thereof.</li> <li>• Beautifying of public open spaces and gardening is a big challenge at this stage due to the water crisis in our country. Alternative water wise methods/technologies are being explored in this regard.</li> </ul> <p>Other challenges include but are not limited to:</p> <ul style="list-style-type: none"> <li>- Training of chainsaw operators for effective tree maintenance</li> <li>- Continuous implementation of health &amp; safety requirements both internally &amp; externally</li> </ul>	<p>If a child is injured at a play park where it is not up to the South African National Safety Standards, it might open up the municipality for liability claims.</p>

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
To promote community ownership in respect of play parks and recreational facilities.	Minimize vandalism and promote community ownership through stakeholder participation.	Ongoing	Communities are constantly being made aware at various platforms that the public assets such as play parks

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
			belong to them and they must take care of it
<b>To build play parks that are guided by Safety Standards that will provide technical specifications and requirements for the manufacture, installation, operation, maintenance and inspection of play grounds and playground equipment.</b>	To create a safer facility and minimize the risks of injuries through undertaking an audit of all ward based play parks in preparation of a play park maintenance plan	2020/2021	Currently busy with an audit of the condition of existing play parks in the GKMA. A report will be submitted to the Community Services Section 80 meeting in respect of a cost analysis for the upgrading of the play parks
<b>Create modernized landscaped gardens due to water shortage that will be more manageable and sustainable</b>	Less water usage and minimize density in gardens.	2020/2021	Horticulturist is developing a detailed operational/maintenance plan for all play parks in the GKMA
<b>Rehabilitation program in CBD with the planting of indigenous trees where oak trees has been removed.</b>	CBD Revitalisation project	2020/2021	CBD and surrounds. The drought conditions makes this intervention difficult
<b>Building of new board walk and stairs at Coney Glen, Knysna</b>	Quality boardwalks and access stairways to frequently visited beaches and public facilities	Ongoing	Coney Glen – upgrading of boardwalk has been completed. Budget submission for the remaining facilities have been made. Along George Rex Drive



## 5.14 Public Amenities

LIBRARY SERVICES		
STRATEGIC OBJECTIVE	<ul style="list-style-type: none"><li>To create an enabling environment for social development and economic growth.</li><li>To encourage the involvement of communities in the matters of local government through the promotion of open channels of communication</li></ul>	
The circulation numbers of libraries in the GKMA are continuously increasing and there seem to be a growing demand from remote rural communities for satellite library services. Knysna Municipality is operating the library service on an agency basis on behalf of the Western Cape Department of Cultural Affairs & Sport who provides most of the funding for the establishment of facilities and the rendering of the service.		
DEPARTMENTAL GOALS	<ul style="list-style-type: none"><li>Creating and strengthening reading habits of children at an early age</li><li>Facilitating the development of information and computer literacy skills</li><li>Support and participate in literacy activities and programs for all age groups</li><li>Provide adequate information services to local enterprises, associations and interest groups</li><li>Promote access to library facilities</li><li>Ensuring access for citizens to all sorts of community information</li></ul>	
STATUS QUO	CHALLENGES	RISKS
<p>One of the core focus areas of the library services in Knysna is the circulation of quality literature to as many readers as possible. The following services are rendered at library outlets in the GKMA:</p> <ul style="list-style-type: none"><li>Fiction books - available in all three official languages (English, Xhosa and Afrikaans), available in all age categories.</li><li>Non-fiction - available in Afrikaans and English.</li></ul> <p>Audio visual materials (CD's and DVD's)</p> <p>Computer and internet access to the public, schools and business community.</p> <p>Assistance with school projects in the form of research, pamphlets distribution, and photo- copying services</p> <p>Activity halls that can be rented out to the public.</p>	<ul style="list-style-type: none"><li>Limited literature material available in other indigenous languages other than Afrikaans and English.</li><li>Financial resources remain a challenge because most of the funding for library services come from DeCAS.</li></ul>	<ul style="list-style-type: none"><li>Libraries may become obsolete, as all information has become available online.</li><li>Reading culture might decline amongst communities</li><li>Illiteracy levels might increase</li></ul>



PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
<b>Establishment of Rheenendal Library.</b>	220m <sup>2</sup> dual-purpose library facility was established at the Rheenendal Primary School	Done	Completed
<b>Establishment of Khayaletu Library.</b>	Relocation and upgrading of the Khayaletu Library to a 595m <sup>2</sup> library next to the Khayaletu Community Hall	June 2020	Completed
<b>Establishment of Brackenhill Library.</b>	93.75m <sup>2</sup> library facility was established at Brackenhill	Done	Completed
<b>Establishment of Smutsville Library.</b>	The Smutsville Satellite library requires upgrading and expansion. 380 square meter library	May 2020	Council has granted the A funding request for the establishment of a 380 m <sup>2</sup> was submitted to DeCAS for consideration. No land is currently available for a stand-alone library. The most suitable model will be to establish a dual-purpose library at the Sedgefield Primary School, which will also be accessible to the public.
<b>Establishment of Fairview satellite library</b>	The 36 m <sup>2</sup> container library which was used as Rudolph Balie library in Concordia has been relocated to service the Fairview community	March 2019	2 x Wheelie Wagon Libraries are currently servicing Fairview. The double volume containers will be a more functional satellite library service. Internet connectivity will be available to the rural community as soon as new computer infrastructure is installed.
<b>Outreach programmes to promote the usage of library services</b>	Increase in circulation figures of libraries	2019/2020	Awareness campaign at targeted communities in close proximity of existing libraries to increase membership and promote the usage of library facilities
<b>Facilitate improved and free internet connectivity to communities</b>	Conversion of libraries into Wi-Fi hotspots to improve communication and provide digital access to employment and business opportunities especially for the youth	Ongoing	90% of all libraries in the GKMA provides free Wi-Fi to communities. An application has been submitted to DeCAS to increase this to 100%

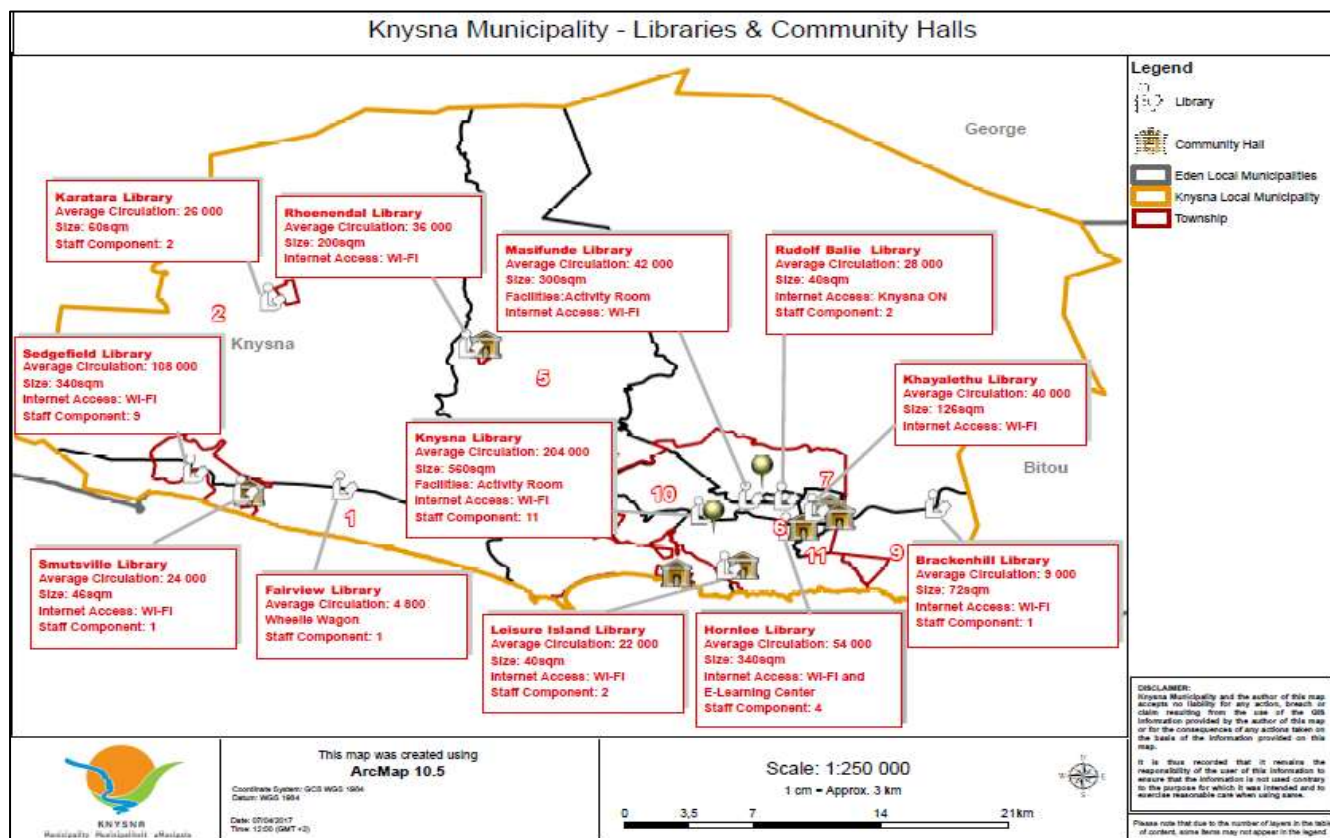


Figure 11: Libraries & Community Halls

### 5.15 Community Safety

Section 12 of the Constitution stipulates that every person have the right to safety and security and subsequently, the strategic objectives of Council focuses quite strongly on ensuring a safe and secure environment for the people who live here as well as the visitors to the area. Knysna Municipality participates actively in the programmes and projects of SAPS, the Department of Community Safety, Community Police Forums, and any other agency that aims to facilitate safety and security. Representatives from Knysna Municipality serve on the local Community Police Forums and joint crime prevention operations between the law enforcement department of the municipality, Provincial Traffic and the SAPS are done on a regular basis. The SAPS interact on a regular basis with the municipality to address factors that might hamper effective policing of crime, which includes street naming, house numbering, and installation of adequate lighting in crime hotspots, empty buildings and overgrown open spaces.

Knysna Municipality, in collaboration with the Community Police Forums, the South African Police Service, and Provincial Department of Community Safety, embarked on the development and implementation of a Community Safety Plan to address crime challenges in the Greater Knysna Municipal Area. This plan can be regarded as a collaborative partnership to combat crime and establish safer communities. During the public participation process, it was apparent that communities and stakeholders want to see more visible and effective policing and have prioritised the establishment of SAPS service stations closer to crime-infested areas. The SAPS Cluster in the Garden Route District has conducted a comprehensive feasibility study for the establishment of additional police or satellite stations, especially in the Northern Areas of Knysna, Rheendal and Karatara. The municipality will certainly assist if land or premises are required for the establishment of police stations where possible. The SAPS has however indicated that plans for the establishment of a satellite police station in the Northern Areas of Knysna were discontinued due to the lack of financial resources and will explore alternative options to improve visible policing especially in remote areas. The need for satellite police stations was again highlighted at the recent IDP Technical Integrated Municipal Engagements as well as the meet & greet sessions between the Executive Mayor and the MEC for Community Safety in the Western Cape.


The Community Safety Plan defines clear roles and responsibilities for the respective authorities in respect of community safety and it focusses on the effective implementation of the following joint national and local crime prevention campaigns:

- Child protection week
- 16 Days of activism against violence against women and children
- International Drug Awareness Day (usually during youth month in June every year)
- Special focus on crimes against women and children, domestic violence and sexual offences (During women's month in August every year)
- Safer Schools Campaign (deployment of neighbourhood watch volunteers at schools where a high rate of incidents occurs)
- Back to School Campaign (Assisting to get early school leavers back in the school system)
- Victim Support Programme
- Love your Car Initiative
- Substance abuse awareness programmes
- Implementation of holiday programmes with NGO's

Other challenges that the Community Safety Plan is focussed on addressing include but is not limited to the following:

- Visible Policing
- Inadequate resources for effective policing
- Limited partnerships between SAPS and Municipal Community stakeholders
- Poor lighting in certain areas
- Alcohol & Drug abuse
- Gangsterism at schools
- School Vandalism

The profile below illustrates the number of crimes per 100 000 (*actual crime and estimated population figures*). The data was sourced from the 2018 Crime Statistics released by SAPS and Stats SA in September 2018, the information relating to fatal crashes and crash fatalities were sourced from the Department of Transport and Public Works:

MURDER		Area	2016/17	2017/18	2018/19	Influencing Factors
		Knysna (per 100 000)	28	20	25	According to the official 2018/19 crime statistics, the Western Cape murder rate increased by 4.4% between 2017/18 and 2018/19. The rate also increased substantially in both the Garden Route and the Knysna municipal are by 19.2% and 27.8% respectively. Despite the increase in 2018/19, Knysna has the third lowest murder rate in the Garden Route. Knysna's murder rate is also notable lower than that of the District.
		Garden Route District (per 100 000)	30	29	35	
		Area	2016/17	2017/18	2018/19	Influencing factors
		Knysna (per 100 000)	188	219	161	The sexual offences crime rate for the Knysna municipal area

**SEXUAL OFFENCES****Garden Route District  
(per 100 000)**

170

168

172

decreased significantly from 219 reported cases per 100 000 people in 2017/18 to 161 in 2018/19 (26.5% decrease) while at the same time increasing slightly across the Garden Route District as a whole (2.7%) in 2017/18. Knysna had the highest sexual offences crime rate, not only in the District but also in the Western Cape as a whole. The 26.5% decrease (which is also the biggest decrease across the District) did therefore not merely come off a low base.

**DRUG-RELATED CRIMES****Area****2016/17****2017/18****2018/19****Influencing factors****Knysna  
(per 100 000)**

1 165

1 416

935

**Garden Route District  
(per 100 000)**

1 787

1 733

1192

Although there was an improvement between 2017/18 and 2018/19, the Western Cape still has the highest drug-related crime rate in the country at 1203 reported incidents per 100 000 in 2018/19. The drug-related crime rate within the Garden Route District decreased substantially from 1 733 reported incidents per 100 000 people in 2017/18 to 1 192 in 2018/19 (-31.2%). In similar fashion, the drug-related crime rate in Knysna decreased by 34.0% from 1 416 incidents in 2017/18 to 935 in 2018/19.

**DRIVING UNDER THE  
INFLUENCE****Area****2016/17****2017/18****2018/19****Influencing factors****Knysna  
(per 100 000)**

203

246

307

**Garden Route District  
(per 100 000)**

236

279

284

The number of reported cases of driving under the influence (DUI) of alcohol or drugs per 100 000 people in the Knysna municipal area increased by 24.6% from 246 incidents in 2017/18 to 307 in 2018/19. In contrast, the DUI rate across the Garden Route District only increased by 1.8% from 279 incidents 100 000 people in 2017/18 to 287 in 2018/19. The DUI rate for Knysna is still notably higher than the District average.

**Area****2016/17****2017/18****2018/19****Influencing factors****Knysna  
(per 100 000)**

1 164


1 128

944

The 2018/19 crime statistics indicate that residential burglaries

<b>RESIDENTIAL BURGLARIES</b>	<b>Garden Route District (per 100 000)</b>	924	835	841	per 100 000 people in the Western Cape decreased from 644 in 2017/18 to 583 in 2018/19 (9.5% decrease). Despite a decrease in the actual number of reported cases of residential burglaries in the Garden Route District, the rate per 100 000 slightly increased. The residential burglary rate for Knysna decreased by 16.3% the biggest decrease across the District. The decrease comes as a relief, considering that Knysna had the highest residential burglary rate in the District in 2018.
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<b>ROAD USER FATALITIES</b>	<b>Area</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Influencing factors</b>
	<b>Knysna (per 100 000)</b>	16	19	13	The number of road user fatalities in the Knysna municipal area decreased from 419 in 2017 to 13 in 2018. Albeit small, this decrease is a welcome relieve considering the prominence of the transport corridor heading through Knysna towards the Eastern Cape. Factors contributing to road user fatalities can include driver fatigue and distractions, excessive speeding and reckless driving as well as road obstacles such as pedestrians and animals.
	<b>Garden Route District (per 100 000)</b>	127	137	132	

The data was sourced from the 2018 Crime Statistics released by SAPS and Stats SA in September 2018

#### 5.15.1 Law Enforcement

PROTECTION SERVICES		
<b>STRATEGIC OBJECTIVE</b>	<ul style="list-style-type: none"> <li>To promote a safe and healthy environment through the protection of our natural resources</li> <li>To structure and manage the municipal administration to ensure efficient service delivery</li> <li>To promote social &amp; economic development</li> <li>To improve and maintain current basic service delivery through specific infrastructural development projects</li> </ul>	
STATUS QUO	CHALLENGES	RISKS
<b>LEVEL OF SERVICE</b> The focus of the Protection Services Department is to combat crime, protect and secure the community of Knysna and their properties and to enforce traffic management regulations and relevant municipal by-laws in terms of the Municipal Law Enforcement Strategy	<b>FACILITIES</b> <ul style="list-style-type: none"> <li>The Shadow Centre for the screening of drunk drivers is located at George (approximately 65km's away) and thus outside the Knysna area of jurisdiction. Feasibility study will have to be conducted by Province to establish a fully resourced Shadow Centre in Knysna. Law Enforcement Strategy to be presented to Council at the first section 80 committee meeting in February 2020</li> </ul>	<ul style="list-style-type: none"> <li>Unsafe public roads, which can lead to loss of life, damage to vehicles, which can subsequently result in litigation processes.</li> <li>Non-compliance to by-laws and legislative regulations</li> </ul>



<p><b>CAPACITY</b> The staff complement for Traffic Management and By-Law Enforcement is inadequate and therefore unable to extend its operational hours to cover business hours from 07H00 – 22H00, when most businesses are still active.</p> <p><b>PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>- Provincial Department of Transport &amp; Public Works</li> <li>- Provincial Department of Community Safety</li> <li>- SAPS</li> <li>- Road Traffic Management Corporation</li> <li>- SANParks</li> <li>- Security Companies</li> </ul>	<p><b>FINANCIAL CONSTRAINTS</b></p> <ul style="list-style-type: none"> <li>- The department is receiving limited allocation of funds to appoint the desired number of staff members to work shifts over weekends and during the week.</li> <li>- The officials who were tasked to assist with driving license tests, should not hamper/impact on the normal operational shifts system, this will be addressed by the organizational review that is currently being undertaken within the organization. The introduction of a shift system has been addressed in the new organizational review and provision has been made for additional law enforcement officials.</li> </ul> <p><b>INFRASTRUCTURE</b></p> <ul style="list-style-type: none"> <li>- The traffic congestion (bottleneck) in the Main Road, past the Hospital, is a point of concern with the growing vehicle population in GKMA.</li> <li>- It is suggested that a Transportation Planner be requested to investigate a solution to the ongoing problem.</li> </ul>	<ul style="list-style-type: none"> <li>• Contact and property related crimes</li> <li>• Civil claims due to inadequate Law Enforcement.</li> <li>• Response Time to call-outs and traffic management incidents</li> <li>• Visible law enforcement required at political and civil protest situations in communities</li> <li>• Traffic congestion on the N2 especially during peak holiday season</li> <li>• Dark patches on the N2 end-route to Plettenberg bay especially stray animals crossing the busy N2</li> </ul>
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PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
<p><b>Improve efficiency of traffic law enforcement by implementing a shift system</b></p>	<p>Establishment of three shifts in order to extend the visibility of traffic law enforcement for a longer period of time</p>	<p><b>April 2020</b></p>	<ul style="list-style-type: none"> <li>• Feasibility study recommended the implementation of a shift system</li> <li>• Additional traffic and law enforcement posts were created in the new organogram</li> <li>• Recruitment processes for new position will commence in due course.</li> <li>• Positions have been advertised appointments will be done early in 2020 subject to financial approval for the positions.</li> <li>• </li> </ul>
<p><b>Construction of a N2 by-pass by SANRAL.</b></p>	<p>Alleviate traffic congestion on Knysna Main Road</p>	<p>2022</p>	<p>Feasibility study is currently underway for the planning and design of a N2 re-alignment project by</p>

			SANRAL with the support of Council
<b>Improved traffic flow in the Knysna CBD.</b>	CBD Revitalization Project	2019/2020	<ul style="list-style-type: none"> <li>• Project is being lead internally by the LED department</li> <li>• An Urban Design Framework was done by an external consultant for the 1<sup>st</sup> phase which include the upgrading of Gray Street via a comprehensive public participation process</li> </ul>
<b>Ease traffic congestion in peak traffic situations</b>	Broaden the by-pass lay-byes to make it easier to pass motor vehicles turning right on Vigilance Drive en-route towards George Rex Drive	2019/2020	Development of an Transportation Framework Plan to streamline the traffic flow on the N2
<b>Parking Management System and correction of underutilization of parking garages at shopping malls.</b>	To alternate parking for motorists. Encourage motorists to park at parking garages in shopping malls.	2019/2020	Dedicated campaign to promote off-street parking at the shopping centres
<b>Upgrading of Nekkies and Hornlee intersections on the N2</b>	<ul style="list-style-type: none"> <li>• Improve safety and access/exit from N2.</li> <li>• Street lighting along the N2 from George Rex intersection to Kruisfontein</li> </ul>	2020	Discussions with SANRAL is currently underway to provide funding for these initiatives on the N2



FIRE & RESCUE SERVICES		
<b>STRATEGIC OBJECTIVE</b>	<ul style="list-style-type: none"> <li>To promote a safe and healthy environment through the protection of our natural resources</li> <li>To structure and manage the municipal administration to ensure efficient service delivery</li> </ul>	
STATUS QUO	CHALLENGES	RISKS
<p><b>LEVEL OF SERVICE</b></p> <ul style="list-style-type: none"> <li>Fire Prevention</li> <li>Public Education</li> <li>Plan scrutiny for compliance with fire regulations</li> <li>Public Safety</li> <li>Event risk assessments</li> <li>Burn Permit applications</li> <li>Fire Break and plot clearing compliance</li> <li>Populations certificate applications</li> <li>Dangerous goods transportation applications</li> <li>Flammable substance storage applications</li> <li>Temporary Structure certificate applications</li> <li>Fireworks display applications</li> <li>Firefighting</li> <li>Rescue and medical response</li> <li>Humanitarian calls responses</li> </ul> <p><b>Core focus areas of the Fire &amp; Rescue Services Unit:</b></p> <ul style="list-style-type: none"> <li>Preventing the outbreak and spread of fire</li> <li>Fighting or extinguishing a fire</li> <li>Protection of life or property against fire or other threatening danger</li> <li>The rescue of life or property from a fire or other danger</li> </ul> <p><b>FACILITIES</b> Location of fire stations in the GKMA and the radius of service area:</p> <ul style="list-style-type: none"> <li>Knysna Fire Station = 35 Waterfront Drive, Knysna</li> <li>Sedgefield Fire Station = off N2 Sedgefield</li> <li>Concordia Fire Station = Concordia Rd Concordia.</li> <li>Karatara Fire Station, Bosdorp, Karatara</li> </ul> <p><b>INFRASTRUCTURE</b> Adequate fleet of specialized fire &amp; rescue vehicles Specialized equipment:</p> <p><b>CAPACITY</b> Adequate staff complement per fire station is available to address any disaster situation that might occur</p> <p><b>PARTNERSHIPS</b> Garden Route District Municipality Disaster Management Neighbouring municipalities Department of Local Government: Disaster Management NGO's SAPS</p>	<p><b>Training facilities:</b> No accredited fire training facilities in existence. We do have an obscure visibility and confine space entry training area for Self Contained Breathing Apparatus</p> <p>The municipality currently makes use of external service providers to provide off-site accredited training</p> <p>Access control in Northern Areas, rough terrain, hoses being unable to reach area etc.</p> <p>Establishment of satellite fire station in Rheenendal – response time is currently 30+minutes</p>	<ul style="list-style-type: none"> <li>Natural disasters (droughts, floods, etc.)</li> <li>Fires</li> <li>Civil unrest</li> <li>Xenophobic attacks, etc.</li> </ul>

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
<b>Community fire prevention outreach programmes</b>	4 x per month	Ongoing	Fire risk awareness and fire prevention outreach programmes are being facilitated in partnership with SANParks, NGO's and CBO's
<b>Establishment of satellite fire stations</b>	1x in the GKMA	2020/2021	Suitable premises are currently being explored for the relocation and upgrading of the Sedgefield Fire Station. Input will be provided into the review process of the Knysna SDF in this regard
<b>Fire Safety Risk Inspections</b>	10 x per month	Ongoing	
<b>Compliance with hazardous substances legislation (Dangerous goods vehicles inspections)</b>	4 x per month	Ongoing	
<b>Upgrading of facilities at the Knysna fire Station</b>	Building on a new fire engine bay	2020/2021	Budget submissions were made for the 2019/2020 budget cycle
<b>Construction of a new Fire Station in Sedgefield</b>	Suitable land to be identified for the relocation of the Sedgefield Fire Station	2021	<ul style="list-style-type: none"> <li>• This is one of the priorities determined by the Sedgefield ward committees</li> <li>• Input to be provided during the Knysna Municipality SDF review process</li> </ul>
<b>Improved human and technical capacity at the Fire &amp; Rescue Services</b>	Filling of Critical Vacancies as per new Approved Organogram to improve efficient response to any Fire & Rescue situations	2019/2020	Currently in the process of acquiring 3 x new fire & rescue vehicles as part of the provincial grant funding

## 5.16 Disaster Management

The Knysna Municipal Disaster Management Plan serves to confirm the organizational and institutional arrangements within the Greater Knysna to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided. The Disaster Management Act states that “Disaster Management is a continuous and integrated, multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery, and rehabilitation.”

Disaster Management is defined as “a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, - mitigation, -preparedness, -response, - recovery, and -rehabilitation” – as per Section 1 of the Disaster Management Act, 57 of 2002.

The slogan to best describe this initiative is-“**Disaster Risk Management is everybody’s business**”

### Purpose

The National Disaster Management Centre (NDMC) provided a set of guidelines; developed in terms of section 19(a) of the Disaster Management Act (DMA) and section 3.6 of the National Disaster Management Framework, 2005 (NDMF) provides a uniform structure and checklist to organs of state to develop a Disaster Management Plan.

This plan confirms the arrangements for managing disaster risks and for preparing for – and responding to disasters within the Greater Knysna Municipality (GKM) as required by the Disaster Management Act.

The Disaster Management Act requires the Greater Knysna Municipality to take the following actions:

- to prepare a Municipal Disaster Management Plan for its area according to the circumstances prevailing in the area and incorporating all external role-players;
- to co-ordinate and align the implementation of its Municipal Disaster Management Plan with those of other organs of state, institutional and any other relevant role-players; and
- to regularly review and update its Municipal Disaster Management Plan (refer to Disaster Management Act, 57 of 2002, as amended – Section 48)

The Disaster Management Plan is to be seen as an information guide to the relevant role players. It shall advise the role-players how to lead in case of a disaster to prevent or at least mitigate negative effects on the Knysna Local Municipality (KLM).

### Disaster Management: Strategic Objective

- To promote a safe and healthy environment through the protection of our natural resources
- To structure and manage the municipal administration to ensure efficient service delivery
- To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication
- To improve and maintain current basic service delivery through specific
- infrastructural development projects

### Disaster Management

In terms of Section 53 (1) of the Disaster Management Act, 57 of 2005 each municipality must –

- *prepare a disaster management plan for its area according to the circumstances prevailing in the area;*
- *co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; and*

- *Regularly review and update its plan; and through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government: Municipal Systems Act (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.*
- Knysna Municipality is primarily responsible for the implementation of the Disaster Management Act (No. 57 of 2002) within its area of jurisdiction, with a specific focus on ensuring effective and focused disaster risk reduction planning.

**The Disaster Management Plan of the Municipality Is Reviewed Annually And:**

- forms a core component of its Integrated Development Plan (IDP);
- anticipates the types of disasters that are likely to occur in the municipal area and their possible effect;
- places emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households;
- seeks to develop a system of incentives that will promote disaster management in the municipality;
- identifies the areas, communities or households at risk;
- takes into account indigenous knowledge relating to disaster management;
- promotes disaster management research;
- identifies and address weaknesses in capacity to deal with disasters;
- provides for appropriate prevention and mitigation strategies;
- facilitates maximum emergency preparedness; and
- Contains contingency plans and emergency procedures in the event of a disaster.

DISASTER MANAGEMENT			
STRATEGIC OBJECTIVE	<ul style="list-style-type: none"> <li>To promote a safe and healthy environment through the protection of our natural resources</li> <li>To structure and manage the municipal administration to ensure efficient service delivery</li> <li>To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication</li> <li>To improve and maintain current basic service delivery through specific infrastructural development projects</li> </ul>		
STATUS QUO	CHALLENGES	RISKS	
<p><b>LEVEL OF SERVICE</b> Disaster Management is a continuous and integrated multi-sectoral, multi-disciplinary process which deals with: the planning; and implementation of measures, aimed at: preventing, mitigating or reducing the risk of disaster; emergency preparedness; and Post-disaster recovery and rehabilitation as a co-ordination process.</p> <p><b>FACILITIES</b> A local municipality must establish capacity for the development and co-ordination of a disaster management plan and the implementation of a disaster management function.</p> <p><b>PARTNERSHIPS</b> Garden Route District Municipality Disaster Management Department of Local Government: Disaster Management SAPS</p>	<p><b>FINANCIAL CONSTRAINTS</b> The department is experiencing a limited allocation of resources for the effective and efficient operations of Disaster Management.</p> <p><b>CAPACITY</b></p> <ul style="list-style-type: none"> <li>Knysna Disaster Management Unit has inadequate capacity to render the level of service, as stated in the Status Quo and to fulfil its mandate as outlined in the Disaster Management Act.</li> <li>No identified municipal staff is currently adequately trained in the Incident Command System (ICS).</li> </ul> <p><b>INFRASTRUCTURE/ FACILITIES</b> No Incident Command Centre to be used during any disaster.</p>	<p>Key findings of the Knysna Municipality Disaster Risk Assessment which was done in 2018 determined the probability and severity of the following risks:</p> <ul style="list-style-type: none"> <li>Drought</li> <li>Fire</li> <li>Floods, gale-force winds and thunderstorms</li> <li>Alien invasive species</li> <li>Frequent disruption of water supply</li> <li>Estuary pollution</li> <li>Hazardous material (Hazmat) road accident risk</li> <li>General road accidents</li> </ul>	
PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
Hazard, Risk and Vulnerability Assessment (HRVA)	Community based Risk Assessment Report	2019/2020	Completed
Institutional arrangements for effective Disaster Management practices	Establishment of a functional Disaster Management Centre	2019/2020	The establishment of a Disaster Management Centre will not happen soon, due to affordability. The most realistic proposal that provision be made to accommodate such a centre in the upgrading of the Traffic Testing Station.
	Functional Disaster Management Advisory Forum	Ongoing	Knysna Municipality is an active participant in the Garden Route District and the Provincial Disaster Management Advisory Forums
	Drafting of Standard Operating Procedures	Ongoing	Drafting of SOP's- Will form part of the update Annexures of the Disaster management plan that will go to Council for approval end of April 2019

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
	Logistical Management Plan for Humanitarian Relief Aid	Ongoing	A strategic partnership has been formed with the Department of Social Development and NGO's such as Gift of The Givers to take care of humanitarian relief aid in the event of any disaster. This is also the approach adopted in terms of Council's Disaster and Social Relief Policy
	Establishment of adequate human resource capacity for the effective management of disasters in the GKMA	2019/2020	The new organogram makes provision for the appointment of the following positions as part of the Disaster Management Unit: <ul style="list-style-type: none"> <li>• Disaster Manager</li> <li>• Disaster Management Officer</li> <li>• Administrative Assistant</li> </ul>
Disaster Management Systems	<ul style="list-style-type: none"> <li>• GIS data for Disaster Management</li> <li>• Risk reduction planning</li> <li>• Early disaster warning system</li> <li>• Preparedness, response and recovery planning</li> </ul>	2019/2020	These systems are ongoing as part of the Disaster Management Plan of the municipality

#### 5.17 Access to Free Basic Services

The policy of Council in respect of Free Basic Services provides for 6 kl of free water per month to approximately 11 627 indigent households in the GKMA. All the other households receive 3kl of free water per month from the municipality. Approximately 8 512 households are on a housing tariff of maximum 20 Amperes of supply and receive 50kWh free electricity per month. National government provides funding in the form of local Government Equitable Share (LGES) to finance the allocation of free basic services to poor people in particular and subsequently Knysna Municipality has received R70 833 000 for the 2017/2018 financial year.

##### 5.17.1 Provision of Water

#### (a) Objective

The Departments objective is to provide water and final effluent, which complies our license and potable water to SANS 241:2015. Standard in accordance with the various legislations i.e. Water Act.

#### (b) Legislation

Sections 12 and 13 of the Water Services ACT (Act No 108 of 1997) place a duty on Water Services Authorities. The Department of Water and Sanitation had developed a new set of WSDP guidelines (October 2010) to assist WSAs with the WSDP process and to provide a framework for the capturing of the data. The business elements included in the guidelines and addressed in the three Modules of Knysna Municipality's WSDP and follow as:

- Administration
- Demographics Profile
- Service Levels Profile
- Social-Economics Background Profile
- Water Services Infrastructure Profile
- Operation and Maintenance Profile

- Associated Services Profile
- Water Resources Profile
- Conservation and Demand Management Profile
- Financial Profile
- Institutional Arrangements Profile
- Social and Customer Service Requirements Profile
- Needs Development Profile

### (c) Water and Sewer Overview

The Greater Knysna area has the following Water and Wastewater Treatment Facilities respectively:

Area	Water Works - Capacity (MI)	Wastewater - Capacity (MI)
Belvidere	-	0.300
Brenton on Lake	-	0.170
Buffalo Bay	0.900	-
Karatara	0.900	0.150
Knysna	22.00	8.200
Sedgefield	1.5	1.500
Rheenendal	1.0	0.300

The department manage networks that are made up of the following infrastructure:

#### **Water Infrastructure**

Dams	3
Water Treatment Schemes	9
Raw water pipelines	+ - 42km
Potable Water Mains	404 km
Reservoirs and Elevated Tanks	49
Water Pump stations	55

#### **Sewer Infrastructure**

Sewer Treatment Plants	7
Sewer Pipelines	416 km
Sewer Pump stations	110

### (d) Challenges

- Financial Constraints;
- Vandalism;
- Capacity;
- Rapid Population Growth; and
- Ageing Infrastructure



**WATER PROVISION**

<b>STRATEGIC OBJECTIVE</b>	<ul style="list-style-type: none"> <li>To ensure the provision of bulk infrastructure and basic services through the upgrading and replacement of ageing infrastructure, and the expansion of new infrastructure.</li> <li>To grow the revenue base of the municipality</li> </ul>		
<b>STATUS QUO</b>	<b>CHALLENGES</b>	<b>RISKS</b>	
<p>Knysna is generally a water scarce area and is particularly vulnerable to long periods with little to no rainfall to fill rivers from which most of its raw water is sourced. Drought situations have been prevalent for the last couple of years due to inconsistent rainfall patterns especially during winter months. The impact of climate change has added significant pressure on the municipality's water supply and subsequently the municipality was compelled to implement level 3 water restrictions across the GKMA. These restrictions placed higher tariffs on water consumption to encourage users to use less water.</p> <p><b>INFRASTRUCTURE</b> Knysna Municipality has a total number of ten water schemes under its area of jurisdiction and applies innovative technologies, which include reverse osmosis, boreholes, the Bigai natural spring, desalination plants, and surface water schemes. Emergency infrastructure include the Reverse Osmosis Plant that services the Knysna area as well as the desalination plant that services the Sedgefield area.</p> <p><b>CAPACITY</b></p> <ul style="list-style-type: none"> <li>Akkerkloof Dam - 860MI;</li> <li>Glebe Dam - 150MI</li> <li>Gouna River - 2.7MI</li> <li>Bigai Stream - 0.5MI</li> <li>Homtini River - 1.1MI (Rheenendal)</li> <li>Karataru River - 3.3MI (Sedgefield &amp; Karataru)</li> <li>Goukamma River – 2.3MI (Buffels Bay)</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient quality ground water sources</li> <li>To review and concentrate on Pressure Management system for the next phase of water Conservation</li> <li>Rapid population growth puts pressure and water provision infrastructure</li> <li>Ageing water treatment and reticulation infrastructure</li> <li>Inadequate water storage and treatment capacity</li> <li>Inconsistent water security</li> <li>Skills retention within the department is limited</li> <li>Financial constraints to upgrade existing infrastructure or acquisition of new infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>The biggest risk to the town is sustainable water security;</li> <li>Compromise ability of Knysna Municipality to fulfil its constitutional responsibility to provide basic services to all its citizens in a sustainable manner;</li> <li>Load shedding;</li> <li>Water Works positions;</li> <li>Vandalism at National key points of infrastructure.</li> </ul>	
<b>PROPOSED INTERVENTIONS</b>	<b>DELIVERABLES</b>	<b>TIMEFRAMES</b>	<b>PROGRESS</b>
<b>Water restrictions</b>	Level 1 water restrictions implemented across the GKMA	2019/2020	Water restrictions remain in place, depending on rainfall patterns
<b>Review of water tariff design structure</b>	Tariff policy review currently under scrutiny.	2019/2020	Cost reflective tariff for water has been implemented to ensure financial sustainability
<b>Water leakage detection system</b>	Water ambassadors were deployed in certain areas to identify and repair water leaks timeously	Undetermined	<p>A leak detector system will be implemented in the new financial year</p> <p>Leaks were repaired on private households</p>

			*financial constraints*
<b>Installation of water management devices at individual households</b>	Phase 1 – Water management devices have been installed at 7 500 households in the Greater Knysna.	2019/2020	Project is approximately 60% complete
<b>Ensuring that all areas under Knysna' jurisdiction have access to clean water</b>	Planning to address the backlogs with MIG funding allocated	Ongoing	Ensure 100% spending of annual MIG allocation for water related projects
<b>Eradication of water provision backlogs</b>	Backlogs addressed parallel to the roll out of the housing programme	Ongoing	Water provision to households has improved gradually over the last couple of years
<b>Ensure long term water security</b>	<ul style="list-style-type: none"> <li>Upgrading the capacity of the Charlesford pump storage scheme</li> <li>Plan to conduct a feasibility study for the establishment of a dam in the upper Knysna River</li> </ul>	2019/2020	<ul style="list-style-type: none"> <li>The recent upgrading of the Charlesford pump storage scheme will improve the water reticulation capacity significantly. Significant capital investment in this project over the last three financial year</li> <li>A report was submitted to further investigate the phasing of the dam.</li> </ul>
<b>Improved water quality</b>	Improve institutional capacity as well as implementing effective maintenance and administration procedures at all systems	Ongoing	The water quality in produced by all water systems in Knysna Municipality conforms to SANS 241
<b>Ageing infrastructure</b>	<p>The following projects were rolled out and are still ongoing:</p> <p>CBD pipe network replacement project</p> <p>Hornlee water upgrade</p> <p>The Heads pipe replacement projects</p>	Ongoing	<p>High priority areas where frequent pipe breaks occurred such as The Heads have been replaced with new water reticulation system.</p> <p>The Knysna CBD phase 1 is 90% complete.</p>
<b>Public Private Partnerships</b>	To ensure water security and risk mitigation, providing the opportunity for innovation in partnership with private sector companies and Ratepayers Associations	Ongoing	No PPP has been concluded in the GKMA
<b>Water Security</b>	Current review underway for WSDP – Water Services Demand Plan	Ongoing	Review Annually

The map below indicates the location and capacities of the following available water sources in the GKMA:



SANITATION SERVICES			
STRATEGIC OBJECTIVE		To improve and maintain current basic service delivery through specific infrastructural development projects	
STATUS QUO		CHALLENGES	RISKS
<p>Access to sanitation services has improved significantly between 2011 and 2016. The percentage of households with access to flush toilets connected to a sewerage system improved from 76 % in 2011 to 93% in 2018. This means that 7216 more households in the GKMA now have access to a flush toilet since 2011. This can largely be attributed to the comprehensive rollout of the Access to Basic Services programme between the provincial Department of Human Settlements and the municipality. The access level to sanitation services in Knysna (93%) remains lower than the overall access rate within the Eden District (94%). Despite this improvement, there are still 1703 households (6.6%) that make use of other means of sanitation services such as pit latrines, eco-toilets etc.) However, there are still 233 households in the GKMA that do not have access to any form of sanitation services.</p> <p>Capacity Knysna WWTW – Plant has been upgraded 2018/2019 in terms of civil works. The mechanical and electrical works will be carried out in 2020/2021.</p> <p>Knysna – 8.2 MI</p> <p>Sedgefield – 1.5 MI</p> <p>Karatara – 150 kl</p> <p>Brenton – 170 kl</p> <p>Rheenendal – 900kl</p>		<ul style="list-style-type: none"> <li>Expansion of infrastructure to meet current and future development requirements.</li> <li>Effluent quality control programme to minimize the risk of pollution of the estuary and ground water resources.</li> <li>Knysna WWTW is close to capacity – an upgrade is needed to ensure compliance with the Water Act –</li> <li>The revision of the Water Act places difficulty on compliance as the current processes have not been designed to take out nutrient removal</li> <li>Financial constraints to upgrade existing infrastructure or acquisition of new infrastructure</li> <li>Knysna WWTW – struggling to meet Special Standards</li> <li>Storm Water ingress</li> <li>Oil and Grease and Blood which enters the plant</li> <li>Vandalism in all towns</li> <li>Load shedding</li> <li>Ageing/Old infrastructure</li> <li>Global Warming</li> </ul>	<ul style="list-style-type: none"> <li>Current expansion of infrastructure to meet current and future development requirements is a high risk which can materialize</li> <li>This can have a detrimental effect on the environment which will ultimately impact tourism and livelihoods</li> <li>The pollution risks can further affect plant and other species.</li> <li>Vandalism and theft</li> <li>Offenders who abuse the sewerage reticulation systems</li> <li>Effluent quality not to standard, therefore poses a threat to the environment and health</li> <li>Illegal dumping at Pump stations has a negative impact on reticulation network and managing thereof</li> </ul>
PROPOSED INTERVENTIONS		DELIVERABLES	TIMEFRAMES
Investigation of future sanitation infrastructure requirements	Conducting a feasibility study for the establishment of an additional WWTW at Windheuwel, Knysna	Ongoing	Feasibility study is currently underway
Modelling existing infrastructure for new developments	Inclusion of sewer master plan projects in the budget cycle	2019/2020	<ul style="list-style-type: none"> <li>Knysna WWTW is currently being upgraded which will improve the existing operational capacity of the plant</li> <li>The upgrading of the Sedgefield WWTW was</li> </ul>

			completed in the 2017/18 financial year
<b>Improved effluent quality</b>	Improve institutional capacity as well as implementing effective maintenance and administration procedures at all WWTW systems	Ongoing	The upgrading of the Knysna WWTW will result in improved effluent quality
<b>Eradication of sanitation backlogs</b>	Roll out of Access to Basic Services programme in all informal settlements which runs concurrently with the housing development programmes	Ongoing	Interim Basic Services project is currently underway in Sedgefield
<b>Sewer Master Plan review and update</b>	Updating of water & sewer master plans annually	Ongoing	Sewer Master Plan is currently under review as part of the long-term capital investment framework.  Currently no budget





Figure 12: Knysna Sanitation Treatment Plants

### Legislative requirements

The Constitution's prime mandate for Local Government is that services are provided in a sustainable manner (Section 152).

The Electricity act in sections 27(a) to (d) states that a municipality has the duty to:

- (a) Comply with all the technical and operational requirements for electricity networks determined by the Regulator;
- (b) Integrating its reticulation services with its integrated development plans;
- (c) Preparing, implementing and requiring relevant plans and budgets;
- (d) Progressively ensuring access to at least basic reticulation services through appropriate investments in its electricity infrastructure.

### Objectives

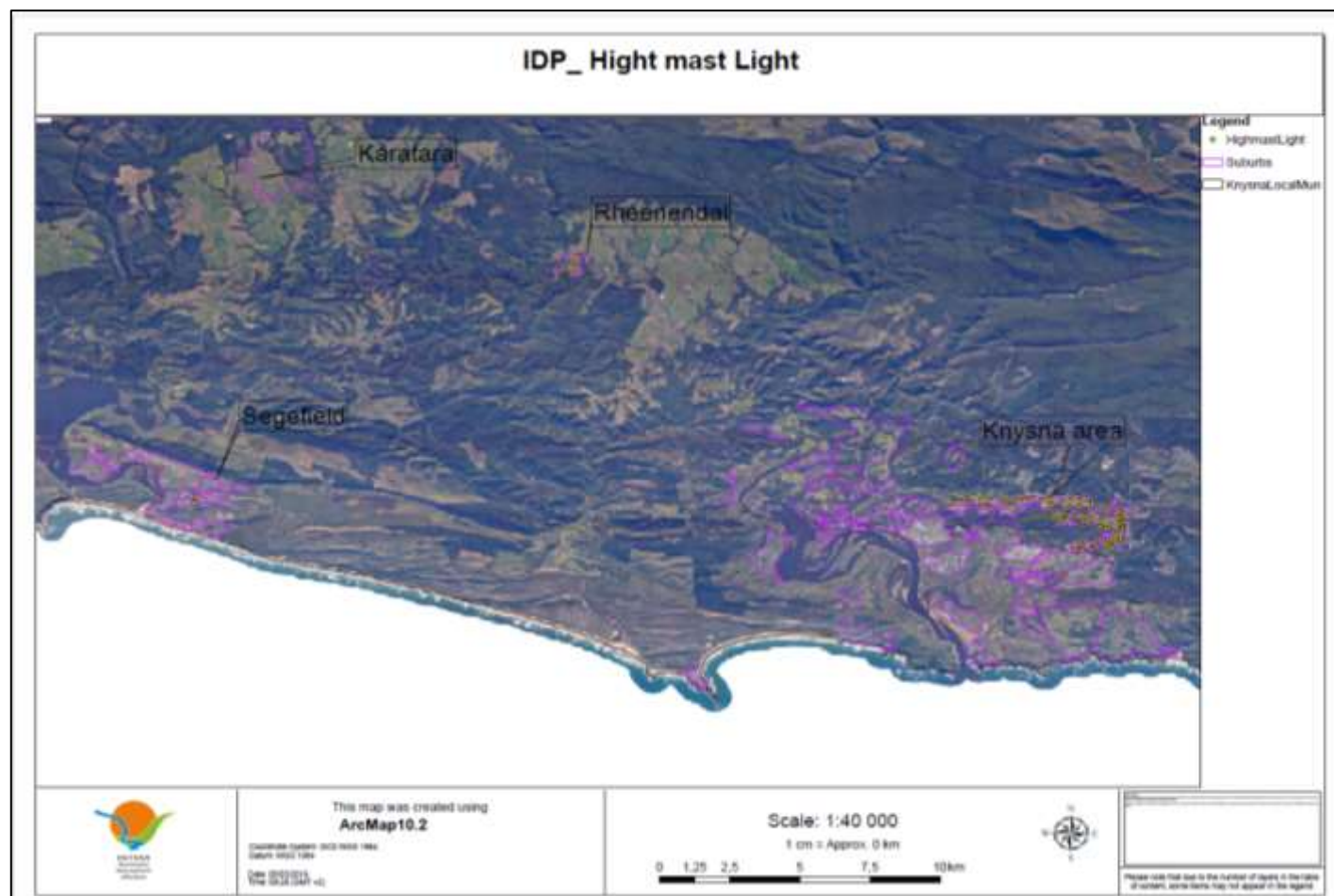
The Electricity Master Plan aligned to the Integrated Development Plan (IDP) and Spatial Development Framework (SDF) of the Municipality, complemented by inputs from individual customers. The goal of the project is to develop an Electricity Distribution Network Plan for a ten (10) year period and 20-year load growth projections in the form of a set of high, realistic and low growth scenarios. This exercise will determine a Capital investment plan into three categories: Refurbishment, Major Maintenance and Strengthening. The study shall also include the need to link the information obtained through the master planning exercise with the asset registers, maintenance schedules and organizational design.

ELECTRICITY		
STRATEGIC OBJECTIVE	<ul style="list-style-type: none"><li>To ensure the provision of bulk infrastructure and basic services through the upgrading and replacement of ageing infrastructure, and the expansion of new infrastructure.</li><li>To grow the revenue base of the municipality</li></ul>	
The provision of sustainable and affordable electrical services is one of the corner stones of any vibrant economy and Knysna Municipality is no exception. A fundamental consideration for future developments and investment is the affordability of electricity, which might compromise the economic viability of intended development projects. Currently the municipality has adequate capacity to deliver bulk electricity services for any current or future residential or commercial developments in the area. The below profile in respect of electricity services provides an indication of the current reality, challenges as well as specific programmes proposed by the Electro-technical Services Department within the municipality to facilitate improvement in this regard.		
STATUS QUO	CHALLENGES	RISKS
Electricity is one of the major income generators for the municipality. Electricity and street lighting is provided to all formal households, electricity, and street or high mast lights to most informal areas in the GKMA. The biggest source of energy for lighting and cooking purposes in Knysna is electricity with 24 490 households (94.7%) having access to electricity in the GKMA in 2016 which is an improvement on the 89% in 2011. Despite this increase, which can largely be attributed to the accelerated housing delivery programme and the electrification of some informal settlements in Die Gaatjie (Sedgefield), Lapland (Rheenendal), there are still 1 387 households in the GKMA who has to rely on alternative energy sources such as paraffin, battery power and candles.	<ul style="list-style-type: none"><li>The mushrooming of informal settlements in areas in the GKMA creates the continuous need for additional electrification capacity.</li><li>Theft of electricity through illegal connections</li><li>Limited resources to maintain and monitor the network to ensure reliable operations</li></ul>	<ul style="list-style-type: none"><li>Health and safety risk</li><li>Shock hazards as illegal connections are not safe to the public</li><li>Inconsistent and unaffordable electricity provision can have an adverse impact on economic growth</li><li>Lack of alternative energy sources can have a negative environmental impact</li></ul>



PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
Implementation of the Medium Voltage (MV) distribution network master plan.	Upgrading of Phases 1-3 of the Workshop substation which includes the implementation of new switch gear	2020/2021	This will be ongoing as the department master plan outcast is over 20 years. Project expected completion date is 2022.
	Decommissioning of the old substation and commissioning of the new substation	2020/2021	Electrical workshop in Knysna
	Replacement of overhead lines with underground MV cables	2019/2021	First phase of the project will be done in Sedgefield.
Upgrading of and acquisition of new electricity infrastructure as part of the long term capital investment programme	Acquisition of a new substation to ensure reliability of electricity supply to Hornlee and Oupad	Complete	Project completed.
	Upgrading of the Eastford Substation – Phase 2	Complete	Project completed.
	Upgrading of the Sedgefield substation – Phase 2	Complete	Project completed.
	Ring supply of electricity in Knysna Industrial area	2020/2021	Fibre link ring between municipal substations for greater communication and visibility
	Upgrading of the Saltriver – Brenton power line and substation	2019/2020	Brenton is currently in progress
	Upgrading of the switching station in Hornlee	2019 – 2021	The Department of Energy has also committed itself to provide funds for the upgrading of the bulk infrastructure in the Northern Areas of Knysna which is currently at capacity
Eradication of electricity backlogs	Electrification of informal settlements in high priority areas	2019 - 2021	<ul style="list-style-type: none"> <li>Business plan has been submitted to the Department of Energy to apply for INEP funding for electrification projects</li> <li>Electricity supply to the Brackenhill community has been restored by Eskom</li> </ul>
Ensuring reliable public lighting	The department is regularly maintaining sections of public lighting to ensure reliable lighting.	Ongoing	Programme implemented to replace public lighting with energy efficient LED fittings
	Installation of high mast lighting in prioritised areas	Ongoing	Most areas in GKMA has been covered with high mast lights as per the master plan, however the installation of high mast lighting is dependent on grant funds.
Alternative energy sources in remote areas that cannot be connected to the grid	The department has appointed a consultant to investigate the possibility of supplying energy in remote areas through solar energy. An application was submitted to DoE, for possible funding	Complete	The solar geyser project was suspended by ESKOM and the Department of Energy as they are currently reviewing their funding model in this regard
Operational and maintenance plan	Implementation of RCM and lean maintenance strategies for all municipal electricity infrastructure	Ongoing	This is ongoing, as the department must maintain all equipment.
	LV network evaluation and audits identifying problematic infrastructure		Maintenance schedules are being updated

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
	Greater focus on network reliability and target for zero unplanned outages	Completed.	Completed.
	Implementation of online bulk metering for Eskom supply points	2020/2021	Discussion is currently underway with Eskom in this regard
	Conversion of analogue repeaters to digital and procuring of 170 additional radio handsets	2019/2020	
Fleet Management	Implementation of fleet management programme in respect of vehicle monitoring	2019/2020	New organogram makes provision for the appointment of a dedicated Fleet Manager position



**Figure 13:** Distribution of high mast lights in the GKMA

Some areas do experience power outages (both planned and unplanned) but the frequency thereof is not outside of acceptable norms. The areas mostly affected by unplanned outages are the rural areas where overhead line systems are exposed to storms and lightning, as well as cable theft.

The mushrooming of informal settlements across the GKMA creates the continuous need for additional electrification capacity. Continuous requests for electrification has emerged from remote agricultural and forestry villages such as Brackenhill, Diepwalle, etc. Most of these settlements are located on private land and the whole issue of provision of basic services linked to a feasible funding model is being discussed between local government and the other spheres of government on a national level. Knysna Municipality has been improving the electricity

infrastructure by implementing a number of infrastructure related projects over the past couple of years. All formalized areas have access to street lighting, as well as informal areas, which are under the UISP housing programme. A Master Plan was compiled for high mast lighting in the GKMA and a funding application has been submitted to MIG in this regard. An additional three high mast lights were installed in the 2018/19 financial year in line with the abovementioned master plan, which should have a significant impact in the safety situation of those areas.

For a number of years Council had to apply strict conditions to land use and development applications due to the electricity consumption for the GKMA being at capacity. ESKOM has completed the upgrading of the line between Blanco, George, and Bitou as well as the building of a new 132 kV overhead line to Knysna. This new supply line has freed up considerable electricity capacity. Knysna Municipality has made significant improvements in respect of electricity distribution losses, which decreased from 10.87% in 2013/14 to 5.4% in 2015/16. This is mainly as a result of inspecting bulk metres as well as household pre-paid metres regularly to ensure correct readings at all times. Furthermore, as part of Council's revenue enhancement program the rollout of pre-paid meters will be accelerated to allow the municipality to load service arrears onto pre-paid systems to ensure customers pay for all municipal services.

#### 5.17.4 Future Planning for Electricity Provision

The municipality recently reviewed the Medium Voltage (MV) distribution network master plan in order to ensure that the electricity network is able to accommodate all planned developments for the next five years. The objectives of this master plan are:

- To identify the network components that need to be augmented to address the immediate challenges in terms of electricity distribution.
- To cater for longer-term load growth and new township developments culminating from the SDF process.
- To serve as a basis for any new construction initiatives so that it can be carried out in a planned and phased manner without putting unnecessary pressure on the existing electricity infrastructure.
- To serve as a business plan for the implementation of the augmentation work with proper costing, deliverables and timeframes.
- To ensure that the electricity network comply with relevant safety and quality standards.

Knysna Municipality does not have a long-term strategy to explore alternative energy sources, but it does promote and support private initiatives to explore the generation of energy through bio-gas and wind farms in the area. The solar geyser project was suspended by ESKOM and the Department of Energy because they are currently reviewing their funding model in this regard.

#### 5.17.5 Waste Management

Residents have to be made aware of waste management and the integral part it plays in the creation of a safe and healthy environment. Pollution and waste management is not the responsibility of local government alone. The private sector and residents have important roles to play, because waste directly affects their lives. Knysna Municipality renders a very effective refuse removal service to almost every household and business in the Greater Knysna Municipal Area as indicated in the illustration below. In 2017 an overall 24 389 (94%) of households in Knysna Municipality were estimated to have their household refuse removed at least once a week by the municipality, which includes most of the informal households. This is a significant improvement of 308 households in 2016, which had access to such service.

Waste Management is a core function of local government and a basic service delivered by Knysna Municipality. It is a major generator of revenue for the municipality and therefore Knysna Municipality has put mechanisms in place to deliver this service on a sustainable basis in the most cost-effective way. Section 11(4) of No. 59 of 2008: National Environmental Management: Waste Act, 2008 requires local municipalities to develop Integrated Waste Management Plans (IWMP). The existing IWMP is currently in the process of being reviewed with the primary objective to align waste management with the policy shift as illustrated in the National Waste Management Strategy. The IWMP will ensure that less waste ends up at engineered landfill sites. The key elements of the IWMP will focus on:

- Waste education;
- Waste Avoidance;
- Waste Reduction;
- Re- use & Re-cycling;
- Treatment of waste;
- Disposal management at landfill.
- Effective law enforcement; and
- Material recovery and treatment plants.

Knysna Municipality currently implements a multi-bag system as part of its waste minimisation programme, which allows for the disposal of household refuse. This programme enables the municipality to provide clear bags to resident's free-of-charge for the disposal of recyclable waste. The recyclable waste is collected as part of the weekly collection and is taken to the nearest recycling facility. Residents may also deposit their recyclable goods directly at the recycling facilities in Knysna and Sedgefield. In the absence of wheelie bins at some households, black bags are provided for the disposal of non-recyclable waste. In addition, residents can purchase blue plastic bags from the municipality's Customer Care Centre for the disposal of garden refuse. The cost of transporting the refuse to an appropriate site for disposal is included in the charge fee for these bags.

The municipality will continue to roll out its "Wise Up on Waste" awareness campaign at schools to educate learners regarding the handling of certain types of waste and the appropriate disposal thereof. The existing swap shops will continue to enhance the re-cycling programme at selected primary schools even though adequate human resources to champion the programme remains a constraint and hampers the successful roll out of the awareness campaign.

The municipality renders an efficient and sustainable refuse removal service to all formal and informal residential areas in all the wards in GKMA on a weekly basis. Access to informal settlements for the collection of refuse is becoming a challenge in the Northern Areas, with the uncontrolled development of informal houses. Knysna Municipality have two licensed Garden disposal facilities which one of them is a drop-off site in Sedgefield.

Similarly, to other municipalities in the Garden Route District and especially those located at the eco-sensitive coastline of the Southern Cape, Knysna Municipality do not have an accredited landfill site of its own. The Garden Route District Municipality obtained permission from the Department: National Treasury to embark on a project for the establishment of a Regional Waste Disposal Facility adjacent to the current Petro SA site, on a Public Private Partnership (PPP) basis. The Regional Waste Management Facility was launched on 11 February 2020.

This facility will provide a regional waste management service to accommodate approximately 8500 tons of domestic waste generated per month in the municipal areas of Bitou, Knysna, George and Mossel Bay. However, it is also designed to accommodate domestic waste from Hessequa and Oudtshoorn Municipalities in the near future. The facility will have a lifespan of approximately thirty years. The site will include a domestic waste cell (Class B landfill) and a separate hazardous waste cell (Class A), that will accommodate hazardous waste with low and medium hazard ratings. The services of a roaming chipper and crusher will also be made available to Knysna Municipality on a rotational basis in order to manage their green waste, construction and demolition waste, respectively.

Other infrastructure includes roads, storm water pipelines, a leachate storage dam, a contaminated storm water dam, office, a laboratory, a weighbridge, fencing and security infrastructure. The footprint of the waste management site will cover an approximate area of 115 hectares and the landfill waste cells itself will reach a maximum height of twelve metres. Three individual domestic waste cells, and one hazardous waste cell, will be excavated to six meters below ground level and filled sequentially.

The municipality will also pilot a community waste management programme in two of the municipal wards to explore and assess ways to localize solutions to waste management challenges in communities. Knysna Municipality will, also, continue to offer its support for the community swap shop initiatives.

Knysna Municipality experiences a number of fundamental challenges in terms of effective waste management as indicated in the table, below, which also illustrates appropriate interventions required to address such challenges:

WASTE MANAGEMENT		
<b>STRATEGIC OBJECTIVE</b>	<ul style="list-style-type: none"> <li>To ensure the provision of adequate and well maintained bulk infrastructure and basic services</li> <li>To promote a safe and healthy environment through the protection of our natural resources</li> <li>To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication</li> </ul>	
STATUS QUO	CHALLENGES	RISKS
<p>2016 Community Survey indicates that approximately 94% of households in GKMA have access to a weekly refuse removal service, which includes informal settlements.</p> <p>EPWP contract workers have been appointed to do refuse collection services in some wards, farms, and forestry village's. This is part of Council's commitment towards job creation. A total number of 83 work opportunities have been created in the 2018/2019 financial year.</p> <p><b>FACILITIES</b></p> <ul style="list-style-type: none"> <li>The PETRO SA regional landfill site will only be accessible to the municipality until the end of June 2019 upon which the municipality will have to find an alternative solution for its waste disposal. It is anticipated that the first cell of the Garden Route Regional Waste Disposal Facility will be in operation by then.</li> <li>Phase 1 of the Knysna Waste Transfer Station was recently upgraded to enhance the solid waste compaction capacity prior to transporting it to Mossel Bay.</li> <li>An application for extension of the current licence for The Old Place garden refuse site has been granted, as there is no alternate facility.</li> <li>Western Cape Department of Environmental Affairs &amp; Development Planning (DEA&amp;DP) has already closed the Brenton Garden Refuse site as per instruction. Rehabilitation of the site will commence in due course as per the closing report.</li> </ul> <p>Aurecon has been appointed by the Municipality to conduct an EIA on potential land for the use of a cemetery and garden refuse disposal site at Windheuwel. Design layout plans have been drafted in this regard.</p>	<p><b>FINANCIAL CONSTRAINTS</b></p> <ul style="list-style-type: none"> <li>The R10m contribution of Knysna Municipality towards the Garden Route Regional Waste Disposal Facility will result in a significant increase on the refuse removal tariff in the 2019/20 financial year.</li> <li>Appointment of Environmental Consultants for External Audits on Waste Facilities (Legal requirements) is done on a yearly basis</li> </ul> <p><b>HUMAN RESOURCE CAPACITY</b></p> <ul style="list-style-type: none"> <li>Supervision of Private Contracts (Ward based clean-up tenders)</li> <li>Staff training needs are in process, with HR via the Skills Audit.</li> </ul> <p><b>TECHNOLOGICAL RESOURCES</b></p> <ul style="list-style-type: none"> <li>Smaller municipal 1-ton trucks collect waste where municipal compactor cannot reach in the Northern Areas of Knysna.</li> <li>Changing the awareness and attitude of people regarding waste, separation and recycling.</li> <li>The Waste Management Section will purchase an additional truck and trailer before the end of 2019/20 financial year.</li> </ul>	<ul style="list-style-type: none"> <li>Contribution from Knysna Municipality towards the establishment of the Garden Route Waste Disposal Facility will result in a significant waste removal tariff increase for at least three consecutive financial years.</li> <li>Municipality does not have an alternative site to dispose of household waste.</li> <li>Internal and External Audits are legal requirement and stated within license. Cost for audits need to be budgeted for and should be done by an external consultant.</li> <li>Closing Report of garden refuse site(s) should be done in accordance to the decommissioning license and a consultant must be appointed in this regard</li> <li>Removal of recyclable material and wet waste from the waste management stream</li> <li>A significant increase in the volumes of builder's rubble due to the clean-up operation post the Knysna fire disaster</li> </ul>



PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
Continuation of the Wise-up-on-Waste Education & Awareness campaigns	<ul style="list-style-type: none"> <li>To reduce / eliminate wet waste out of the waste stream through a waste minimization and beneficiation programme</li> <li>Educate the public to decrease the volumes of waste going to the landfill</li> <li>Introduction mascot to schools and uses with roadshows and recycling programs</li> </ul>	2020/2021	<ul style="list-style-type: none"> <li>This project was rolled out in Sedgefield in collaboration with Garden Route District Municipality.</li> </ul>
Roll-out of a comprehensive wheelie bin system in all wards	Complete the current implementation of wheelie bins to all households in the GKMA	2020/2021	<ul style="list-style-type: none"> <li>Process is ongoing, project is currently at 50% completion.</li> </ul>
Expanded re-use & recycling programme	Increased participation in waste recycling initiatives in all wards		<ul style="list-style-type: none"> <li>Swap shop initiatives are in progress at selected schools.</li> <li>The e-waste and used motor oil facility may also be utilized by residents in the GKMA.</li> <li>The municipality is in process of procuring own containers to assist in rolling out more swap shops.</li> </ul>
	Introducing WAME Program at schools incorporation with DEA	2020/2021	<ul style="list-style-type: none"> <li>Planning phase to assist schools with 7x70 wheelie bins</li> <li>Supporting schools that take initiative in terms of recycling programs</li> </ul>
	Introducing a recycling only collection day	Ongoing	<ul style="list-style-type: none"> <li>Refuse removal team has come up with an innovative strategy for waste collection in targeted wards.</li> </ul>
Upgrading of the Knysna Waste Transfer station	Adding an extra disposal line at the Waste-by-rail, for separation of recyclables off- line	2020/2021	<ul style="list-style-type: none"> <li>The transfer station has been partially upgraded.</li> </ul>
Establishment of accredited garden waste sites	Obtain licenses from the relevant authorities for accredited garden refuse and builders' rubble sites in the Wilderness area. A six-year extension on the leasing of the current site has been granted.	2020/2021	This project is currently on hold because the site that was identified falls within the George municipal boundary. George Municipality is not keen to apply for the licensing of the site from Department of Environmental Affairs & Development Planning in this regard.
Effective law enforcement to prohibit illegal dumping	<ul style="list-style-type: none"> <li>Decrease in illegal dumping activities</li> <li>Implementation of a WhatsApp campaign, that allows for immediate response to reporting as well as issuing fines to perpetrators</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Law enforcement for illegal dumping is continuing</li> <li>Knysna Municipality is in the process of amending the by-law to introduce an incentive approach in this regard</li> <li>EPWP contract workers and the CWP workers currently assist the municipality with the cleaning up of illegal dumping sites.</li> </ul>
Establishment of temporary builder's rubble sites at Simola	Handling and disposal of rubble in the Knysna Rebuild Conservation initiative.	Complete	We are in the process of extending the operation of the sight because fire victims have only recently started to demolish their sites.

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
	Issuing of guidelines regarding asbestos and providing a database of accredited asbestos handling service providers	Complete	This initiative has been completed with the assistance of the GRRI workgroup and asbestos service providers have been communicated to the members of the public.

#### PROGRESS ON THE 2014 WASTE MANAGEMENT GAPS IDENTIFIED

Implementation	Status	Comments
<b>1. Public Awareness and Education</b>		
1.1 KLM will continue to support the GRDM Wise up on Waste campaign which includes a road show visiting all municipalities of the GRDM	<b>Complete</b>	The Wise Up On Waste is an on-going initiative managed by the GRDM. The KLM has been supporting the implementation of the programme. The KLM Solid Waste Environmental Officer indicated that the programme had been quiet for the past two years and that the local municipality did not have all the resources, for example the puppets, to host the campaign independently. It was also suggested that the campaign and the resources be updated.
1.2 Informative flyers will be distributed and public talks conducted	<b>Complete</b>	The KLM has developed a series of information flyers which cover topics such as recycling, waste collection days and illegal dumping. These flyers are distributed at large local events, such as the Oyster Festival. Further to this workshops have been held with the Knysna taxi forum and various awareness resources, such as caps, t-shirts and flyers, distributed in these spheres to create awareness around littering, illegal dumping and recycling. It is also envisaged that, during the opening ceremony of the new taxi rank, the KLM Solid Waste Management team will be present with relevant resources and flyers to distribute in order to create awareness around waste management within the municipality and the role of the public.
1.3 General advertising on billboards, waste bins and collection vehicles to promote recycling and waste minimisation. Constant exposure to these concepts to the public is very useful to awareness	<b>In progress</b>	Branding has been designed but not yet added to the waste collection fleet. The KLM is also in the process of preparing a central business district (CBD) renewal plan, through which they have identified a street as a pilot street to furnish with new bins and various waste advertising/ awareness slogans.
1.4 Biowise and other non-profit organisations operating in the Knysna municipal area, who support waste minimisation, should receive continual support.	<b>Complete</b>	The KLM has co-hosted various campaigns and competitions with Biowise and various other companies. An example of such is a schools competition, co-hosted by the KLM and Biowise, in which both the primary and



Implementation	Status	Comments
		high school who collected and constructed the most eco-bricks were each donated R30,000. Furthermore, there have been various beach clean-up and World Wetland day events where the KLM Solid Waste Management team has had representation
<b>2. Quantifying Prevention</b>		
2.1 KLM will assess the possibility of using statistics and other data collected to quantify the success of prevention measures employed within the municipality. This will be done by populating an internal Waste Information System, for example an Excel spreadsheet database with relevant data. The Council will co-operate with the Waste Minimisation groups in efforts to quantify waste avoidance through the use of performance indicators and by other means.	<b>Complete</b>	There is gate control, with a sign in register, at each of the waste facilities within the KLM. These records are used to quantify the amount of waste received at each of these sites. These records are reported on the IPWIS system on a monthly basis. GIBB did note that during the site visit to Old Place, the gate control officer was not immediately present and the vehicle was not inspected therefore it is probable that not all waste entering this site is being accurately recorded. Furthermore, there is also a record of all wheelie bins provided by the municipality however, it was indicated that there may be data which is misinformed as some properties registered to only have one bin for example, may have more than one. These data are reported on in the monthly municipal reports.
<b>3. Post Collection Recovery</b>		
3.1 KLM will investigate the possible to expand the Knysna recycling centre. This will expand on the efforts by the private recyclers and ensure a further reduction in waste to landfill.	<b>In progress</b>	A separation at source initiative is running in many of the urban areas. However, there is concern regarding space constraints, a lack of equipment (bailers etc.) and services (electricity, sewer connection) at the Sedgefield and Knysna recycling facilities. These facilities require upgrades to enable them to efficiently manage recyclable waste generated in the KLM and to improve working conditions to those employed at the facilities.
<b>4. Post Collection Composting</b>		
4.1 KLM will establish a central composting facility.	<b>Not Commenced</b>	Chipping of garden waste occurs at the both the Sedgefield transfer station and Old Place landfill site. However, the chipper at Old Place has been out of service recently and consequent build-up of green waste has occurred. The site previously identified, which had been in the licensing stages, for a composting facility has been used for temporary housing. There is no alternate site at present.
<b>5. Engineered Waste Disposal Facilities</b>		
5.1 The disposal of non-recoverable waste will only be allowed at properly engineered waste disposal sites that the licensed by the relevant statutory authority and that are	<b>In progress</b>	The Old Place landfill site does not have properly engineered lining. No internal audits have occurred however, an external audit was undertaken in August 2018.

Implementation	Status	Comments
operated and audited in terms of the relevant permit conditions		
5.2 All closed and/or unlicensed waste sites are to be rehabilitated	In progress	The KLM are currently in the process of rehabilitating the Brenton-on-Sea landfill which is no longer operational. Boreholes have been sunk at this landfill and preliminary closure designs have been submitted. There was uncertainty regarding whether the closed Sedgefield landfill was issued with a closure license. Confirmation of the method used to close the Sedgefield landfill site has been requested from KLM.
<b>6. Monitoring of Waste Disposal</b>		
6.1 All waste destined for disposal and disposal facilities shall be monitored for compliance with permit conditions, volumes received and for environmental impact	Complete	<p>All waste entering both Old Place and the Sedgefield landfill sites is inspected visually and records of the type and quantity of waste entering the sites is recorded using a DEA&amp;DP waste calculator form. This information is then captured electronically and uploaded to the IPWIS. There are sometimes issues in capturing the data from the manual forms due to unclear handwriting and soiling of the sheets. An electronic capturing system can be considered to eliminate data capture errors and ensure information is captured correctly. GIBB did note that during the site visit to Old Place, the gate control officer was not immediately present and the vehicle was not inspected therefore it is probable that not all waste entering this site is being accurately recorded</p> <p>Waste entering the PetroSA landfill site is recorded using a weighbridge. PetroSA provides KLM with monthly invoices for the volume of waste being disposed of at the landfill site.</p>
<b>7. Formalising, Controlling or Eliminating Informal Salvaging</b>		
7.1 No informal salvaging was observed during the site visits in Knysna Municipality as there are no general waste disposed at the Knysna sites. Since there is no evident problem, it can easily be prevented with the proper security measures.	In progress	Informal salvaging was observed at both the Sedgefield transfer station and Old Place landfill site. It was noted that Old Place is not fenced and is also located alongside a walkway to Concordia which makes access control a challenge.
7.2 Informal salvaging can be formalised and controlled for example by establishing a material recovery facility on the site where the need justifies such a solution. By doing this, the health and safety risk to the salvagers is addressed and the operations on the landfill will be improved. This is not job creation in essence, but creates a far better work environment and quality of life of these individuals.	In progress	Vagrants were observed to be residing at the transfer station. While law enforcement intervene regularly, this is an ongoing concern and can be attributed to the central location of the transfer station as well as the opportunistic accrual of valuable bulk waste, such as televisions, that individuals may offload at the transfer station.

Implementation	Status	Comments
<b>8. Data Compilation</b>		
<p>8.1 The KLM will continue to gather accurate data regarding domestic, commercial and industrial waste generation and collection. The municipality will endeavour to aggregate the same collection from each town for analysis.</p> <p>These procedures will include:</p> <ul style="list-style-type: none"> <li>• Details of direct and indirect costs</li> <li>• Number of tonnes collected</li> <li>• Number of bin lifts</li> <li>• Number of properties serviced</li> <li>• Number of outdoor staff</li> </ul> <p>The following performance indicators will then be produced annually</p> <ul style="list-style-type: none"> <li>• Average cost per ton collected</li> <li>• Average cost per employee</li> <li>• Average cost per property serviced</li> <li>• Cost per bin lift</li> <li>• Tonnage collected per property</li> <li>• Tonnage collected from employee</li> <li>• Number of properties serviced per employee</li> </ul> <p>This will tie up with the Waste Information System.</p>	In progress	<p>The KLM collects data on:</p> <ul style="list-style-type: none"> <li>• Tonnes of waste entering the Knysna transfer station</li> <li>• Tonnes of waste disposed of at PetroSA landfill site;</li> <li>• Tonnes of waste reclaimed for recycling</li> <li>• Number of household serviced</li> <li>• Number of staff employed</li> </ul> <p>Data regarding the number of bin lifts per business were not available.</p> <p>A consultant has been appointed by the KLM to do a full costing account. The report has been submitted to the Finance Department for comment. The report includes a full cost accounting exercise to determine the actual cost of provision of a waste management service. This exercise will allow KLM to more easily calculate the average cost per tonne of waste collected amongst other indicators.</p> <p>The KLM is considering a tagging system for wheelie bins. The tags will be scanned with a data logger when the bins are emptied and information will be automatically uploaded to the Finance Department for monthly billing.</p>
<b>9. Projects for Waste Disposal Facilities (refer to table 4-1 cost estimates on page 90)</b>		
<b>9.1 Brenton-on-Sea</b>		
9.1.1 Conduct External Audits – to ensure site is operated as required and to identify issues that need to be corrected. The estimate includes the appointment of an external auditor, water monitoring and topographical survey per audit.	Complete	The last external audit for Brenton-on-Sea was conducted in August 2018. However, there were no boreholes at this time and therefore water monitoring was not conducted during this external audit. A topographical survey was done as part of the closure plan for the site.
<b>9.2 Old Place</b>		
9.2.1 Obtain a closure license.	Complete	A decommissioning license has been issued (DEA&DP ref: 19/2/5/4/D4/17/WL0061/18). The license requires closure to commence by 15 January 2020. The Old Place landfill site is currently still operational.
9.2.2 Rehabilitation – the site must be rehabilitated according to minimum requirements and the closure license as part of the closure process. The cost estimate is based on the site footprint and expected rehabilitation requirements.	Not Applicable	Old Place landfill site is still operational and as such, no rehabilitation action has ensued. The decommissioning license however only requires decommissioning to have commenced by 15 January 2020. The KLM needs to identify an alternative site for

Implementation	Status	Comments
		green waste management before Old Place can close.
9.2.3 Conduct External Audits – to ensure site is operated as required and to identify issues that need to be corrected. The estimate includes the appointment of an external auditor, water monitoring and topographic survey.	<b>Complete</b>	The last external audit for Old Place landfill site was conducted in August 2018. A topographical survey of the site has also been undertaken.
<b>9.3 Sedgfield</b>		
9.3.1 Rehabilitation – the site must be rehabilitated according to minimum requirements and the closure license as part of the closure process. The cost estimate is based on the site footprint and expected rehabilitation requirements.	<b>In progress</b>	The Sedgfield landfill site has been closed, however no closure design reports have been made available to confirm that the site has been formally rehabilitated and that the end design and capping meet legislative requirements.
<b>9.4 Knysna Transfer Station</b>		
9.4.1 Install a weighbridge – cost estimates includes installation of a weighbridge as well as a monitoring hut.	<b>Not commenced</b>	No weighbridge has been installed at this facility. However, waste leaving the Knysna transfer station is recorded at PetroSA landfill site.
9.4.2 Waste characterisation study – as per section IWMP and recommendations by DEA&DP, a waste characterisation study is to be undertaken to be able to more accurately determine the composition of the waste stream. This is required at this facility where general waste is received and has a weighbridge installed.	<b>Complete</b>	A waste characterisation study was conducted by GRDM in March 2016.
<b>10. Vehicle Replacement</b>		
10.1 Waste compactor. 15m <sup>3</sup> compactor, cab and chassis		
10.2 Tractor replacement	<b>Not Applicable</b>	A new tractor was not purchased for the KLM. The Waste Manager has confirmed that the waste department has no need for a second tractor.
10.3 Tipper – based on Taya 10m <sup>3</sup> tipper	<b>Complete</b>	The KLM currently has one 3m <sup>3</sup> tipper.
10.4 Light delivery vehicles – based on Nissan NP300 S/cab	<b>Complete</b>	A light delivery vehicle, owned by KLM, forms part of the Sedgfield fleet.

## CURRENT WASTE MANAGEMENT GAPS

During the development of the 2019 KLM IWMP a number of gaps and needs were identified. Gaps and needs were identified based on interviews with stakeholders, inspection of fleet and facilities, and a review of the legislative and best practice guidelines.

Table 57 identify the needs and gaps within the 2019 3<sup>rd</sup> Generation IWMP under the following headings:

1. Waste information management;
2. Waste recycling;
3. Organic waste management;
4. Hazardous waste management;
5. Waste management facilities;
6. Waste management fleet and equipment;

7. Waste education and awareness;
8. By-laws and enforcement of by-laws;
9. Institutional functioning;
10. Future planning; and
11. Compliance with legislation.

## WASTE MANAGEMENT STRATEGIC OBJECTIVE

Goals and objectives in an IWMP are used to address any potential shortcomings or necessary improvements identified within the current waste management system. Goals are long-term aspirations for waste management, while objectives are more focused, measurable targets, which, if implemented correctly, will allow the municipality to reach the identified goals.

The terminology used in the goals and objectives, and implementation plan of this report have been aligned with the DEA&DP Integrated Waste Management Planning Guideline for Waste Management Planning.

Goals and objectives' terminology as per DEA&DP Guide for Waste management planning

Term	Description	Example
Goal	Long term desired result which can be accomplished through various projects. Goals are not necessarily measurable but instead present a long term desired end state for the municipality. The goals will be aligned to the NWMS and the WCIWMP.	Increased waste diversion from landfill
Objective	Measurable outputs which, once completed, will contribute to the accomplishment of a goal. Objectives will have deadlines to drive their implementation.	An increase of diversion of recyclable waste from landfill by 5% to 10%.
Policy (target)	Smaller projects which when combined will fulfil the requirement of an objective. As with the objectives, the policies will also have deadlines for implementation.	Expand the two bag system to new areas
		Develop two buy back centres in low income areas
		Place drop-off facilities for recyclables at all existing municipal waste management facilities.

There may be more than one solution to address identified objectives through the IWMP. The table above presents preliminary actions and targets identified to meet alternatives. The following section will outline alternatives actions which can be implemented to meet alternatives.

When considering alternatives, the social, economic and environmental impacts need to be considered.

### Legislative requirements

The IDP is the chief planning instrument at local-government level in terms of the MSA. The IDP further seeks to integrate all other planning instruments and of most relevance with respect to Roads and Storm water are the MSDF (Municipal Spatial Development Framework) and the National Land Transport Strategic Framework (NLTSF). The MSDF and NLTSF are governed by their own respective legislation such as SPLUMA, LUPA, etc. for the MSDF and the NLTA for roads and transport. On the transport side, the key municipal planning instrument is the Integrated Transport Plan (ITP) which is mandatory in terms of the NLTSF which sets the contents of the ITP.

In this regard there is however no requirement or mention for a Roads Masterplan (RMP) or Storm Water Masterplan (SWMP) in legislation and as such these may be referred to as Sectoral Plans that find expression in and through the IDP.

### Objectives

The Knysna IDP states that: *“The MSDF is essentially a tool to achieve the desired spatial form of the municipality over a long-term horizon and plays a leading role in the broader municipal planning system.”* The spatial form in this context relates to the spaces created where roads and storm water systems are established and positioned namely road reserves, parks and public open spaces and, how these spaces interact for the long-term benefit of all.

The main objective of the RMP is not to create roads per se but to respond to the MSDF and other town planning policies that shape towns and their futures. The RMP therefore only concerns itself with the upgrade and maintenance requirements of town's over time through its Pavement Managements System (PMS) and Road Maintenance Plan (RMP). Similarly a Storm Water Management Plan (SWMP) is a necessary outcome of urban development and exists for the protection of these of human settlements and other related land uses. The SWMP in essence responds to the changing urban form and has a long term outlook as changes in urban form does not occur frequently.

The NLTA however creates additional responsibilities with respect to public transport as expressed in the ITP. The objective of the ITP are set by the MEC from time to time and must be updated every 5 years with local authorities who operate a public transport system, such as a bus service, having to submit a Comprehensive Integrated Transport Plan.

### Current status

The municipality is in process of reviewing the IDP and all other sectoral plans will have to be amended based on the amendments made in it. The RMP will be informed by the current update with respect to road upgrades, meaning an increase in capacity or performance while the priorities with respect to maintenance and rehabilitation will be dealt with by the PMS which will remain the same until completed or reviewed in 2022. The PMS, as approved by Council in 2018, lists the resurfacing and rehabilitations priorities and forms part of the national road maintenance strategy called RRAMS (Rural Road Asset Management System) as put in place by the National Department of Transport.

The SWMP has been completed for the CBD, Industrial area and needs to be updates for the remaining suburbs of Knysna and other hamlets. The SWMP reviews the ability of the system to cope with the land uses that it serves and proposes upgrades to be made. In this regard the Western Cape Government had already issued a directive as part of the Infrastructure Standards for Human Settlements that all storm water systems designs need to be increased by 20% due to climate change which means that all systems installed before the directive are now under capacitated meaning a complete overhaul may be required. This is notwithstanding the requirement to upgrade systems that are outside their design and serviceability lifespans which results in emergency repairs being required due to collapse.



The RMP with respect to traffic and capacity needs to be done to respond to some congestion issues being experienced in town presently and to respond to the proposed Urban Renewal, densification and other land use changes that have taken place over time and are planned for the future. The impact of densifying the CBD with mixed use precincts and the creation of shopping centres in suburbs needs to be analysed based on their impact on the entire network as well their impact on particularly public transport which has higher priority than private transport in terms of the NLTA. In other words taxi's and busses need to be accommodated before cars and other forms of private transport and non-motorised transport need to be accommodated and encouraged.

It is of critical importance that the aforementioned plans be updated as soon as possible because without them the MSDF cannot be completed nor can subsequent land use plans be fully enacted because without a proper situation analysis being in place the impact and full life cycle costs cannot be determined.

The 2018/2019 IDP stated that the *"IDP is the principal planning instrument that guides and informs the municipal budget, the planning process has to provide a forum for identifying, unpacking and resolving the real issues that face the residents of the Greater Knysna Municipal Area (GKMA). By clearly identifying these issues in consultation with communities, it affords the municipality the chance to propose realistic and workable solutions that can be budgeted for, implemented, and monitored in a controlled environment. At the heart of the IDP lies the improvement in the provision of basic municipal services and expanding the livelihood opportunities for the residents of the Greater Knysna Municipal Area. The IDP also focusses on expanding and transforming municipal capacity, enterprise development, and exploring new ways of working and living together. This is especially relevant in an ever-changing environment."* (Knysna IDP 2019). These sector plans therefore provide an environment for informed dialogue and decision making with the aim of supporting 'realistic and workable solutions'.

ROADS		
STRATEGIC OBJECTIVE	<ul style="list-style-type: none"><li>To ensure the provision of bulk infrastructure and basic services through the upgrading and replacement of ageing infrastructure, and the expansion of new infrastructure.</li><li>To grow the revenue base of the municipality</li></ul>	
One of the main characteristics of Knysna Municipality is that the N2 runs through the two major economic centres namely Knysna and Sedgefield, which obviously has its advantages and disadvantages. The below profile in respect of roads provides an indication of the current reality, challenges as well as specific programmes targeted by the Infrastructure Services Directorate within the municipality to facilitate improvement in this regard.		
STATUS QUO ROADS	CHALLENGES	RISKS
<p>Knysna Municipality has 220KM of tarred roads, of which 45KM are in a very poor condition, 64KM are in a poor condition, 65KM are in a fair condition, and 45 KM are in a good condition.</p> <p>The Infrastructure Services department is currently undertaking an assessment of all gravel and paved roads in the GKMA, after which a complete PMS is expected to be completed in the 2019/2020 financial year.</p>	<ul style="list-style-type: none"><li>Ageing infrastructure</li><li>Insufficient budgets</li><li>Insufficient planning time and funds</li></ul>	<ul style="list-style-type: none"><li>Increased costs over time</li><li>Increased public liability claims</li><li>Accelerated asset depreciation</li><li>Financial losses</li></ul>

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
REPAIRS AND MAINTENANCE PROJECTS			
<b>SANRAL N2 Re-alignment Project (N2 by-pass)</b>	The need for the potential realignment of the N2 through the Garden Route section will therefore remain relevant and the planning for		



PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
	such realignment must continue.		
<b>Repair roads and related services</b>	Repaired potholes, etc.	2019/2020	This is an ongoing programme of Knysna Municipality to repair per annum
<b>Resurfacing of roads</b>	Resurfaced roads	2019/2020	The resurfacing programme of the Infrastructure Services Department will commence in July 2019 through which high priority roads will be resurfaced before June 2020.
<b>Gravel road maintenance</b>	Re-gravelled roads	Ongoing	This is an ongoing programme of the Infrastructure Services Department and gravel road maintenance will be done according to Councils priority list

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
<b>CAPITAL PROJECTS (NEW INFRASTRUCTURE PROJECTS)</b>			
<b>Establishing of dedicated cycle routes</b>	Paving of a cycle route along George Rex Drive and Costa Sarda as part of the Working for the Coast Project	2019/2020	SANParks will be acting as the implementing agent. Currently in the design & layout phase.
<b>Upgrading of roads/streets</b>	Upgrading of prioritised roads/streets in all wards in the GKMA in terms of the RRAMS system	2019/2020	Roads will be upgraded in wards 1, 2, 3, 4, 5, 7 and 8. Ward councillors will provide the street names. The project commenced in 2019 and will be completed in 2021.
<b>Construction of pavements &amp; sidewalks in the Northern Areas of Knysna</b>	Construction of new sidewalks on a labour intensive basis	2019/2020	Project to be completed June 2020
<b>Upgrading of the storm water network</b>	High priority areas where storm water infrastructure is required needs to be identified	2019/2020	<ul style="list-style-type: none"> <li>The storm water master planning is currently under review</li> <li>Costing and design will determine the phased-in budgeting approach for the implementation of the master plan</li> </ul>

### 5.18 Cemeteries

There are eight cemeteries in the GKMA of which only four are operational and maintained on a continuous basis. All the cemeteries are nearing the end of their capacity as indicated in **Table 13** below and finding new space is critical. A major challenge for the establishment of a new cemetery is the lack of available land. A tender process was conducted to procure appropriate land for the establishment of a new cemetery, and a site at Windheuwel was identified. Draft layout plans for a new cemetery have subsequently been drafted in this regard. Plans are also being explored for the establishment of a regional cemetery for the Greater Knysna at a location that would be suitable for burial as well as cremations.

Cemetery	Capacity	Percentage occupied
Hunters Home	14 344	93%
Knysna Town	214	100%
Bongani	154	100%
Sedgefield 1	233	93%
Sedgefield 2	416	98%
Smutsville	382	100%
Rheenendal	1500	80%
Karatara	862	81%

**Table 13:** Status quo of cemeteries in GKMA

### 5.19 Environmental Management

Knysna embodies all the natural features that make the Garden Route one of the most popular destinations in South Africa. Local and international visitors are drawn to the area to enjoy vast tracts of indigenous forest, pristine mountain fynbos, abundant wildlife, and a coastline that includes blue flag beaches. Our most outstanding feature, the Knysna Estuary, is also the most valuable estuary in South Africa.

The beauty and functionality of Knysna's natural assets is not distributed evenly throughout the municipal area. What cannot be seen from the tourist viewing sites and the sandy beaches are the heavily polluted streams and highly degraded landscapes in the northern areas of the town and the highly compromised wetlands in the low-lying areas. Most of the major environmental challenges faced by the Municipality reflect the inequalities of historical town planning in South Africa.

Illegally dumped solid waste and sewerage spills because of blockages and an overburdened treatment works are the biggest contributors to chemical and bacteriological pollution of fresh water systems and ultimately the estuary. If the origin of the pollution is not addressed the estuary is at risk of not being fit for recreational purposes which will have a profound effect on tourism.

The imperative to keep Knysna ecologically functional and beautiful is supported by the fact that it is situated within the boundaries of the Garden Route National Park and forms part of one of the world's bio-diversity hotspots - the Cape Floral Kingdom. This ensures that Knysna Municipality works in cooperation with environmental authorities such as SANParks, Cape Nature, DEA&DP civil society groups and non-profit organisations to ensure that natural resources are protected and enhanced for future generations.

Managing the risks associated with climate change is one of the biggest ecological challenges faced by Knysna Municipality. The ability to adapt to climate-driven changes is increasingly important as the town's economy is directly affected by shortages of water, sea level changes and extreme weather events that can lead to devastating fires. A Climate adaptation plan, and associated programmes and projects is required in order to start to address these challenges.

Even before the June 2017 fire, Invasive Alien Plant Species threatened to displace species of high biodiversity value in the coastal lowland areas. The same invasive plant species also consume vast quantities of water in our catchments, negatively influencing streamflow in a town with little water storage capacity and a heavy reliance on

freshwater resources for domestic purposes. Invasive plants also contribute to high fuel loads and pose a fire risk throughout the municipal area. Compliance with the National Environmental Management: Biodiversity Act that requires the municipality to draft and implement an Invasive Plant Control Plan for municipal properties is a priority, but is not sufficient to reduce the threat posed by invasive alien plants. Private landowners will also need to exercise a duty of care, particularly in areas that burnt in 2017. Enforcement of the relevant legislation needs to be improved and a coherent working relationship developed between the three tiers of government.

The functionality of wetlands in low-lying areas of Knysna and Sedgefield needs to be improved in order to mitigate anticipated climate-driven changes in rainfall patterns where protracted droughts are expected to be followed by short, intense rainfall events. Flood attenuation or the ability to respond to flood events by slowing the velocity of water and retention of water during dry spells are two key functions that healthy wetlands provide. A wetland restoration and rehabilitation programme is required to restore functionality to highly compromised wetlands throughout the municipal area. One of the strategic objectives of the Council of Knysna Municipality is to promote a safe and healthy environment through the protection of our natural resources. This urgently needs to be incorporated into the internal functioning of the municipality particularly in Integrated Human Settlements, Water and Sanitation and Roads and storm water Management. Compliance with Environmental Legislation within our own organisation is critical if we are to retain the functionality and resilience of the natural systems that support the town.

Finally, retaining environmental functionality requires an innovative management approach that will enable our town to become a model Green Town where waste becomes a resource, water conservation, augmentation techniques are piloted, and pro-active, innovative environmental programmes that provide livelihood opportunities are implemented throughout the municipal area.

ENVIRONMENTAL MANAGEMENT			
STRATEGIC OBJECTIVE	<ul style="list-style-type: none"> <li>To ensure that the natural environment of Knysna is one that sustains life, promotes equity and uses innovative solutions for complex environmental challenges</li> <li>To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication</li> </ul>		
STATUS QUO	CHALLENGES		RISKS
<b>Knysna has experienced a number of extreme climate-driven challenges in the last decade including a protracted drought and two wildfires that resulted in the loss of human life. Pollution of freshwater systems and the estuary is chronic; loss of critically endangered vegetation such as Knysna Sand Fynbos and habitat for naturally occurring fauna is at risk as the town expands. Compliance with relevant environmental legislation is not uniform within and outside of the organisation with the effect that the town is under severe pressure to prevent further environmental degradation.</b>	<b>EXTREME WEATHER EVENTS:</b> <b>Drought:</b> the biggest challenge is to reduce demand - we are still using too much water. Keeping mountain catchment areas clear of invasive alien plants in the Knysna, Gouna, Karatara and Homtini catchments is another major challenge post-fire.		<b>EXTREME WEATHER EVENTS:</b> <b>Drought:</b> Water shedding.  Economic losses - reduced tourism and trade.
	<b>Fire:</b> The biggest challenge is effectively managing fire risk including fuel loads, the wild land urban interface, securing defensible spaces and growing a fire wise culture.		<b>Fire and Floods:</b> Loss of life, natural and manufactured infrastructure.  Proliferation of invasive plant species and concomitant loss of indigenous vegetation.
	<b>Floods:</b> The biggest challenge is managing risk and storm water flows to reduce damage to natural and manmade infrastructure and estuarine health.		
	<b>POLLUTION:</b> Reducing the chemical and organic pollutants entering the most important estuary in South Africa is the biggest challenge faced by the Municipality.		<b>POLLUTION:</b> Economic losses – reduced subsistence fishing.

STATUS QUO		CHALLENGES	RISKS
		Improving the health of highly polluted and degraded sub-catchments is the second biggest challenge.	Degradation of endangered marine flora and fauna.
		<b>COMPLIANCE</b> The biggest challenge is achieving compliance with a suite of environmental legislation on state-owned and private property. Notably the National Environmental Management Act, Environmental Impact Assessment Regulations and OSCAE Regulations as per the Environmental Conservation Act 1989; but also the National Environmental Management Biodiversity Act, National Water Act and the National Environmental Management Integrated Coastal Management Act.	<b>COMPLIANCE</b> Degradation of fresh water, marine and terrestrial ecosystems because of non-compliance with relevant legislation.  Increased legal costs of internal non-compliance and concurrent reputational damage.
		<b>BECOMING A MODEL 'GREEN' TOWN</b>  An overarching challenge that incorporates all of the above is turning Knysna into a town that is a flagship for best environmental practice and sustainable living.	<b>RISK OF NOT BEING A MODEL 'GREEN TOWN'</b> Ecological goods and services become exhausted and unable to sustain the 'business as usual' development model.

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	TARGETS	PROGRESS
<b>Integrated Invasive Alien Plant and fuel reduction strategy and implementation plan.</b>	<ul style="list-style-type: none"> <li>Initial clearing of IAP's and follow-up treatments</li> <li>Facilitate fire and water resilience by removing invasive aliens, capturing storm water and enhancing wetlands</li> </ul>	2019/2022	An initial clearing and 3 follow ups	<ul style="list-style-type: none"> <li>Invasive Plant Control Plan drafted and approved by National Department of Environmental Affairs.</li> <li>Initial clearing and follow-up has been completed for all municipal owned properties in Sedgefield, Karatara, Rheenendal, Brenton on Sea, Brenton Lake and priority sites in Knysna central.</li> <li>Clearing is on going.</li> <li>Herbicide assistance programme for private landowners is on going.</li> <li>Skills training programme completed for invasive plant management including accredited forestry skills.</li> <li>Team of 10 identified from trainees and appointed as Invasive Plant Control "A team."</li> </ul>
<b>Integrated water savings and retention techniques: feasibility, pilot and implementation in formal and informal settlements.</b>	Sustainable urban drainage systems; Tree Gardens; artificial wetlands.	2019/2022	<ul style="list-style-type: none"> <li>Minimum 150 site specific interventions</li> </ul>	<ul style="list-style-type: none"> <li>Pilot projects completed and functional. Three additional sites identified for implementation in 2020.</li> </ul>

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	TARGETS	PROGRESS
<b>Waste to Energy pilot project.</b>	Converting waste to energy.	2019/2022	One pilot initiated and assessed for broader application.	Pilot project submitted to National Treasury for funding. Waiting for response.
<b>Strategic Environmental Management Implementation Plan (SEMP) to align with SDF.</b>	Strategic plan to include risk management and compliance guidelines.	2019	Completion of SEMP to guide environmental best practice, improved compliance and the attainment of 'Green Town' status.	Terms of Reference is currently being drafted for SEMP, which is expected to be completed by June 2019.
<b>Blue Flag Beaches</b>	Retaining blue flag status for Buffalo Bay and Brenton beaches	2019/2020	Buffalo Bay beach Brenton Beach	Knysna Municipality has obtained blue flag status accreditation for Buffalo Bay and Brenton beaches for the past three consecutive years from WESSA
<b>Programmes to protect the coastline</b>	Integrated Coastal Management Strategy	2019/2020	All coastal areas in the GKMA	<ul style="list-style-type: none"> <li>• Dune Management Plan drafted for the Sedgefield Dune;</li> <li>• TOR for Part 1 of a Coastal Management Programme being drafted for commission in the 4th quarter of 2019.</li> </ul>
<b>Estuary Pollution Management</b>		2019/2020	Knysna and Sedgefield estuaries	<ul style="list-style-type: none"> <li>• SANParks are now championing estuary Pollution Management Committee with active participation from representatives of Knysna Municipality and Garden Route District Municipality.</li> <li>• Effective implementation of the River Health project which employs approximately 40 x women who regularly clear solid waste items from the streams flowing into the estuary</li> </ul>

### 5.19.1 Impact of Pollution and Waste

Despite efforts to maintain the cleanliness of the town, particularly in close proximity to the estuary, forests, seashore and other conservation areas, it must be emphasized that any pollution within the urban area will ultimately impact upon the estuary as it is eventually carried along streams and storm water channels that terminate in the estuary. Similarly, the natural watercourses, storm water channels and groundwater may be polluted from a number of human-induced factors. These can be summarized as follows:

- Informal settlement areas having limited or no access to adequate toilet and waste water disposal systems
- Leaks and blockages in sewer infrastructure or sewer pipes are often in close proximity to storm water pipes
- Private septic tank units leaking or not operating effectively
- Operation failure and constraints at waste water treatment plants
- Illicit disposal of chemicals in storm water system or natural watercourses and
- Leaks and contamination from industrial and business activities

The Knysna Estuary Pollution Control Committee was formed in 2009 and comprised of the South African National Parks, Garden Route District Municipality and Knysna Municipality as well as a highly regarded aquatic and estuary specialist to advise the committee. Through directives from the committee, studies have been commissioned, with some currently underway which should lead to a better understanding of the different sources of pollution entering the estuary and subsequently effective programmes have been put in place to reduce known levels of pollution.

Some grant funding has been made available for the upgrading of the Waste Water Treatment Works and from the Access to Basic Services programme run by the Department of Human Settlements. The programme focused on:

- An Access to Basic Services programme enabled the construction of approximately 600 ablution facilities thus assisting in reducing human waste in the rivers which drain the estuary;
- Culverts, sumps and drains are cleaned on a regular basis as they are the conduits of pollution into the estuary;
- An increase in the number of sampling points as well as the frequency thereof;
- A bacteria warning system for recreational users in the designated recreational areas;
- Planning of sampling information on the municipal website on a monthly basis or as when sampling results become available; and
- The use of the EPWP environmental conditional grant to provide more reliable refuse collection and cleaning services to otherwise inaccessible areas, which drain into the estuary.

### 5.19.2 Impact of Climate Change

Climate Change is increasingly elevated as a boiling point and big focus on the global agenda. The reason for this is that the world is rapidly experiencing the effect of this phenomenon on fundamental socio-economic indicators such as water, sanitation, food security, health, energy, industrial developments, and human settlements. Knysna Municipality is no exception and it presents serious threats to the future of the town and its environs because of the sensitivity of the estuary to rising sea levels and the risk to development in low-lying areas. Furthermore, changing rainfall patterns and extreme weather events have already had an impact on the municipal area in the past. Knysna has recently recovered from the worst drought on record requiring emergency augmentation and restriction measures to secure a supply of water for the growing population.

In the past five years, floods have caused major damage to property and infrastructure and put lives at risk, most notable being the floods in Sedgefield, which had a significant effect on financial, and insurance arrangements of the affected households. Special attention to the vulnerability of Sedgefield is given in the Disaster Management



Plan and the authorities and community representatives have developed a Joint Management Action Plan for the area.

The surrounding areas have also suffered major fires under hot and dry conditions. These issues not only affect the human population, but the indigenous flora and the fauna are particularly susceptible to lasting changes in climate conditions. Over the long term, this will lead to major loss of biodiversity. In Knysna, some mitigation measures against the repercussions of climate change are already in place, ranging from restrictions to develop in areas at risk of flooding, and desalination equipment to secure a fresh water supply.

The draft Strategic Environmental Assessment (SEA) identifies the impact of development on the natural environment and aims to reduce associated environmental risks. The assessment also includes a Climate Change Adaption Strategy for the town, which seeks to find ways in which to adapt to the effects of climate change on an operational and strategic level. It provides a more structured and quantified development strategy, which takes into account the environmental opportunity, costs which normally come with development. It also assists in demarcating agreed no-go areas, which will be reserved for the conservation of the natural environment.

### 5.19.3 Strategic Environmental Assessment (SEA)

In order to ensure that the spatial planning of the Knysna municipal area follows a sustainable development pathway and to adhere to the requirements of the IDP and Performance Management Regulations under the Municipal Systems Act (Act No. 32 of 2000), a draft Strategic Environmental Assessment (SEA) will be prepared at the conclusion of the Knysna municipal SDF review process. This strategy will identify the impacts of development on the natural environment and development future management frameworks to reduce associated environmental risks. The assessment also includes a Climate Change Adaptation Strategy for the town, which seeks to find ways in which to adapt to the effects of climate change on an operational and strategic level. The SEA is a process to assess the environmental implications of a proposed strategic decision, policy, plan, and programme, piece of legislation or major plan (White Paper on Environmental Management Policy for South Africa, 1998: 169) underpinned by the following principles:

- SEA is driven by the concept of sustainability;
- SEA identifies the opportunities and constraints which the environment places on the development of plans and programmes;
- SEA sets the levels of environmental quality or limits of acceptable change;
- SEA is a flexible process which is adaptable to the planning and sectoral development cycle;
- SEA is a strategic process, which begins with the conceptualization of the plan or programme;
- SEA is part of a tiered approach to environmental assessment and management;
- The scope of a SEA is defined within the wider context of environmental processes;
- SEA is a participative process;
- SEA is set within the context of alternative scenarios; and
- SEA includes the concepts of precaution and continuous improvement.

The approach that is currently being followed in the preparation of the Strategic Environmental Assessment (SEA) is that it will be integral led with the SDF. It comprises the following elements:

- Screening;
- Stakeholder engagement;
- Scoping;
- Situational Analysis;
- Specialist Studies;
- Assessment of Environmental Effects and its Significance on the SDF;



- The identification of alternatives and trade-offs; and
- Developing a Strategic Environmental Management Plan (SEMP).

The SEA will include an environmental status quo report clearly defining bio-diversity areas and it will propose key environmental management proposals and interventions. It is expected to recommend a more structured and quantified development strategy, which will take into account the environmental opportunity, costs which normally come with development. It will also assist in demarcating agreed no-go areas, which will be reserved for the conservation of the natural environment.

#### 5.19.4 Air Quality Management

Knysna's geographic location in a basin means it is sensitive to air pollution as can be seen by the 'inversion layer' of fog, which, at times, is present over the estuary and CBD. In the town's more industrial past the presence of timber factories producing smoke and soot may have reduced air quality. Currently there are fewer industries which have resulted in less emissions which are mostly confined to the industrial area higher above the town and less likely to be 'trapped' within the basin.

An increase in traffic, particularly heavy vehicles, does mean more vehicular emission, which has a negative air quality impact, however this is not unique to Knysna, and the concern is limited relative to the number of vehicles in more populated areas. Some households within Knysna do still rely on open fires for heating and cooking which also contributes towards atmospheric pollution, even though it is on a very small scale. The hazardous safety and health risk is greater because some residents light these fires inside their homes without adequate ventilation. Knysna Municipality participated in the development of a district-wide Air Quality Management Strategy with Garden Route District Municipality. The Air Quality Management Strategy has been completed and approved by council.

Knysna Municipality will pursue the vision and mission of the Air Quality Management Plan through a series of nine objectives (listed below), each aimed at supporting the air quality management plan compiled for Garden Route District Municipality.

- Objective 1: Set Air Quality Goals
- Objective 2: Set Up Air Quality Management Systems
- Objective 3: Carry out Risk Assessments
- Objective 4: Assess and Select Control Measures
- Objective 5: Implementation of Intervention and Monitoring Effectiveness
- Objective 6: Revise Air Quality Goals
- Objective 7: Integrate the AQMP into the IDP
- Objective 8: Compliance Monitoring
- Objective 9: Review the Air Quality Management Plan

To meet the requirements of both the Air Quality Act and National Framework extensive steps were taken to inform the public of the AQMP review process and to solicit comments as widely as possible. Advertisements of the two public meetings were published in local newspapers; details of the process were given to the Air Quality Forum members, all industries, ratepayers associations, NGOs, etc. Many opportunities was, therefore, given to the public in general to comment on all of the reports. By appointing an air quality officer, Knysna has already formalised the air quality management function in its area.

Section 15 (1) of the No. 39 of 2004: National Environment Management: Air Quality Act, 2004 makes the development of an Air Quality Management Plan a statutory requirement and the sole objective of the plan is to assess the state of air quality within the region. With the promulgation of the National Environmental Management: Air Quality Act 17, the focus of air quality management shifted from source control to management of pollutants in the ambient environment through air quality management planning. Exposure to ambient air pollutants can cause a range of significant effects on quality of life such as offensive odours, irritation of eyes, the upper respiratory system and skin, and acute and long-term toxic effects and therefore has to be monitored effectively. The actions required can be summarised as follows:

Response Required	Municipal Action	Progress	Timeframe
<b>Improved air quality</b>	Developing an Air Quality Management Plan in conjunction with Garden Route District Municipality	The Air Quality Management Plan has been completed and duly adopted by Council. It is now being implemented	2019/2020
<b>SWOT</b>	Conduct a SWOT analysis and develop actions to address the challenges	Comprehensive SWOT Analysis has been incorporated in the adopted Air Quality Management Plan	
<b>Programmes to improve air quality</b>	Implementation of programmes & projects to improve air quality	Action plan for the implementation of air quality programmes & projects is incorporated in the Air Quality Management Plan	2019/2020
<b>Effective air quality monitoring and control</b>	Develop a comprehensive Air Pollution Control By-law	To be drafted	2019/2020

**Table 14:** Implementation of Air Quality Management Plan

# Chapter 6: Stakeholder Perspective

## 6.1 Effective Community Participation

Chapter 4 of the Local Government: Municipal Systems Act requires of municipalities to maintain a culture of community participation. According to Section 16(1) (a)(i) of the MSA, “A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourage, and create conditions for, the local community to participate in the affairs of the municipality, including in the preparation, implementation and review of its integrated development plan in terms of Chapter 5”. It is therefore essential to have effective public participation structures in place.

The SDF, IDP, Budget, Sector Plans as well as major municipal policies, by-laws and decisions should be engaged in order to ensure that they are designed and implemented for and with the community. This also adds to the credibility of the needs reflected in the IDP, the Budget calculated in addressing these needs and the SDBIP drafted in implementing programmes and projects which reflects the community’s needs.

The growing trend of mature and constructive discussions from the public, the level of complexity and the investment made in understanding the Municipality’s business is encouraging. The direct participation and involvement of the Ward Councillors and ward committees in the identification of ward based priorities and their involvement in the ward meetings has added great value to the maturity and quality of the discussions between the public and the municipality. Ward Councillors are a critical link in connecting the municipality with the public. As members in Council, and recipients of all the decisions taken by Council, it positions Councillors strategically to ensure that the municipality not only understand the needs of the community better, but also provide the public with honest and accurate feedback of the Municipality’s initiatives. Well-functioning ward committees support these endeavours. The Municipality has the benefit of very experienced politicians, which has facilitated a very strong connection between the public and the administration. Councillors are however encouraged to always adhere to the code of ethics for Councillors to always act with the utmost integrity and accountability toward their constituents and the Municipality, as the only way in which to form a responsible local government.

Public Participation takes place through various means and is often tailored to suit a specific audience or community. Importantly, communities from different socio-economic backgrounds use different platforms to communicate. Communities in informal settlements might be more inclined to take in messages which are broadcasted on an audio public address system, while communities in more affluent areas would want to receive messages via an instant messaging services operated from a cellular phone or via e-mail. It is important to cater for all scenarios and to utilise all available platforms to its optimum potential, given that a certain degree of apathy exists in certain communities.

This IDP review, revealed that the priority needs of the community mostly centre on basic services such as housing, electricity, water, sanitation, job creation, unemployment and poverty. The top five priorities of each ward have highlighted under section 6.3 of this chapter.

## 6.3 Ward Profiles

### 6.3.1 Ward 1: Ward Councillor and Ward Committee Members

WARD 1	
Ward Councillor – Levael Davis	Top 5 ward Priorities
 <p><b>Ward Composition:</b> Smutsville/Sizamile, Sedgefield Island Village, The Island, Zeegezicht, Extension 4, Lake Pleasant, Myoli Beach, Cola Beach, Ten Doel</p>	1. Accelerated implementation of low cost housing projects
	2. Implementation of EPWP and CWP projects to facilitate job creation and the utilization of local skilled labour in capital projects
	3. Electrification of informal settlements and backyard dwellers
	4. Establishment of high school or alternatively provision of reliable transport for school learners
	5. Paving and resurfacing of gravel roads
Ward Committee Members	Recreational Facilities in the ward
David Tromas – 083 229 0912 Lilith Seals – 082 440 8625 Anthony Tooley – 082 372 4478 Martie Rooi – 072 268 6433 Nadia Hardnick – 073 200 9706 Cliff Solomons – 079 626 8318 Annie Brinkhuis – 078 070 0261 Luyolo Gxagxa – 084 270 2591 Nandipha Blouw – 082 210 6403 Rejoyce Gawie – 079 129 5294	Smutsville Library Smutsville Primary School Smutsville Play Park Smutsville Multipurpose Center Myoli Beach Gerickes Point
	<b>Emergency Services in the Ward (or in close proximity of the ward)</b>  Sedgefield Police Station Sedgefield Fire Station Sedgefield Clinic

**WARD 1: IDP ISSUES RAISED BY COMMUNITY**

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
<b>Basic Service Delivery</b>	<b>Water Provision</b>	Securing of sustainable adequate water sources	Ward 1	Technical Services
		Improving the quality of drinking water to Blue Drop Status	Ward 1	Technical Services
	<b>Sanitation</b>	Establishment of ablution facilities	The Island	Technical Services
	<b>Waste Management</b>	Rolling out of wheelie bin refuse removal system for Smutsville/Sizamile	Smutsville/ Sizamile	Community Services
		Placement of solid waste containers and rubbish bins at strategic places	Smutsville/ Sizamile	Community Services
		Implementation solid waste recycling project	Ward 1	Community Services
	<b>Electricity Provision</b>	Regular repairing of street lights where required	Ward 1	Electro-technical Services
		Installation of high mast lighting	Ward 1	Electro-technical Services
		Development of an integrated Energy master plan	Ward 1	Electro-technical Services
		Resuming of the suspended solar geyser project	Ward 1	Electro-technical Services
<b>Infrastructure Development</b>	<b>Water</b>	Upgrading of water treatment works	Ward 1	Technical Services
		Provision of rain water tanks to residents	Ward 1	Technical Services
	<b>Sewerage</b>	Upgrading of the sewerage reticulation system	Ward 1	Technical Services
	<b>Electricity</b>	Electrification of informal settlements	Smutsville/Sizamile, Gaatjie, Beverly Hills, Slangepark	Electro-technical Services
		Upgrading of electricity network to avoid regular power outages	Ward 1	Electro-technical Services
	<b>Roads</b>	Paving of sidewalks along strategic routes	Smutsville/Sizamile	Technical Services
		Tarring /Paving of Protea Street	Sedgefield/ The Island	Technical Services
		Painting of speed humps at the dunes	The Dunes	Technical Services
		Putting up of guardrails along high risk streets	Smutsville & Sizamile & Beverly Hills	Technical Services
		Regular maintenance of gravel roads	Smutsville & Sizamile	Technical Services
		Establishment of access ways in Smutsville	Smutsville	Technical Services
		Provision of bicycle lane for cyclists and safety measures for pedestrians	Kwartel Street	Technical Services

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		Relocation of loading zones to a less congested area	Ward 1	Technical Services
		Upgrading of Cola Beach main road	Cola Beach	Technical Services
	Storm Water	Upgrading of storm water networks	Ward 1	Technical Services
	Internet Connectivity	Free access to internet facilities at library and youth centre	Ward 1	Community Services
Integrated Human Settlements	Housing delivery	Implementation of low cost housing project	Smutsville & Sizamile	Integrated Human Settlements
	Land Availability	Identification of suitable land for low cost housing development	Ward 1	Integrated Human Settlements
		Availability of land for agricultural projects	Ward 1	Planning & Development
	Conservation	Implementation of Clean & Green project	Ward 1	Planning & Development
		Fencing around Fish Eagle Green & Sedgefield Island with pedestrian access only and a separate parking area	Fish Eagle Green Sedgefield Island	Technical Services
		Development of an Environmental & Dune Management Plan	Ward 1	Planning & Development
Economic Development	Investment Promotion	Improved tourism signage	Ward 1	Community Services
	Enterprise Development	Entrepreneurship development programme for the emerging businesses	Ward 1	Planning & Development
		Establishment of an effective public transport system	Ward 1	Technical Services
	Informal Trading	Demarcation of a dedicated area for informal trading	Smutsville/ Sizamile	Planning & Development
	Tourism	Upgrading of regular maintenance of tourism facilities	Ward 1	Community Services
	Job Creation	Implementation of EPWP and CWP projects to facilitate job creation	Ward 1	Planning & Development
		Utilization of local skilled labour in capital projects	Ward 1	Technical Services
		Providing opportunities for local entrepreneurs and unemployed people in capital projects of the municipality and government	Ward 1	Planning & Development
Social Development	Health & Welfare	Relocation & expansion of existing clinic	Ward 1	Community Services
		Facilitate HIV/Aids awareness campaigns	Ward 1	Community Services

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		Implementation of a food nutrition programme for vulnerable people	Ward 1	Community Services
		Implementation of anti-drug and alcohol abuse program	Ward 1	Community Services
		Implementation of women empowerment projects	Ward 1	
	Youth Development	Facilitate improved social services with the department of social development and NGO's	Ward 1	Community Services
Skills Development	Internships & Learnerships	Access to bursaries for higher education	Ward 1	Corporate Services
Community Safety	Community Safety Facilities	Establishment of a functional Disaster Management Centre	Ward 1	Community Services
	Residential Safety	Effective law enforcement in all areas	Ward 1	Community Services
		Improving of visible law enforcement during the peak holiday season	Ward 1	Community Services
	Community Safety Partnerships & Programmes	Facilitating the establishment of a community police forum	Ward 1	Community Services
		Facilitating assistance with resources for the neighbourhood watch	Ward 1	Community Services
Sport & Recreation	Facilities	Fencing of the Netball courts	Smutsville	Community Services
		Fencing of Smutsville Community Hall	Smutsville	Community Services
		Upgrading of sport field and ablution facilities	Smutsville/Sizamile	Community Services
		Establishment of a gym at the multipurpose sport centre	Smutsville	Community Services
		Implementation of phase 2 of the Multipurpose Centre	Ward 1	Community Services
		Appointment of caretakers at the sports facilities	Ward 1	Community Services
		Upgrading and fencing of existing library	Smutsville/ Sizamile	Community Services
		Upgrading of existing library	Smutsville	Community Services
		Establishment of toy library services	Smutsville	Community Services
		Facilitating a sport summit with all relevant stakeholders	Sizamile	Community Services
		Rolling out of sport development programs in different sport codes	Ward 1	Community Services
		Establishment of a high school or alternatively transport for scholars	Ward 1	Community Services



# SWOT ANALYSIS WARD 1

- Good teamwork amongst ward committee members
- Strong representative councillor that is committed to serve the people of the ward
- Good culture of waste recycling
- Reliable and sustainable water supply
- Vibrant youth development practitioners
- Tourist attractions, including the established brand of the Slow Festival
- Passionate, competent residents that create a sense of community
- Availability of skills of retired residents - "Grey Power"
- Sports and sport facilities
- Resilience of the community
- Adequate infrastructure in terms of public amenities
- Talent amongst the community especially in terms of arts and culture

## S

STRENGTHS

- Not enough training programmes & workshops to develop the capacity amongst residents
- Limited land available for development results in inadequate housing opportunities
- Culture of non-payment of municipal accounts
- Inadequate disaster management mechanisms
- High rate of unemployment and poverty due to low skills base amongst local residents
- Lack of proper street signage
- Too many liquor outlets contributing to substance abuse that directly leads to a relatively high crime rate
- Putting planning to action
- Lack of planned maintenance on infrastructure
- Lack of law enforcement results in a delayed police response time
- High rate of learner drop-outs
- Lack of ownership and sense of pride from the community in terms of their facilities

## W

WEAKNESSES

- Improved accessibility to public amenities for people living with disability / Effective utilization of public amenities
- Creation of job opportunities
- Functional youth advisory desk, to provide school learners with access to bursaries and career guidance
- Improved alignment between the IDP and the budget of the municipality as well as other government departments
- Sedgfield is earmarked as a pilot site for the "Building Healthy Communities" programme of Department of Health
- Programmes to enhance social cohesion amongst all sectors of society
- Instilling a sense of pride in community members
- Installation of water meter readers
- Relocation and upgrading of the fire and police stations into fully-fledged stations
- Bringing services such as doctors' practices closer to the people, e.g. mobile clinic

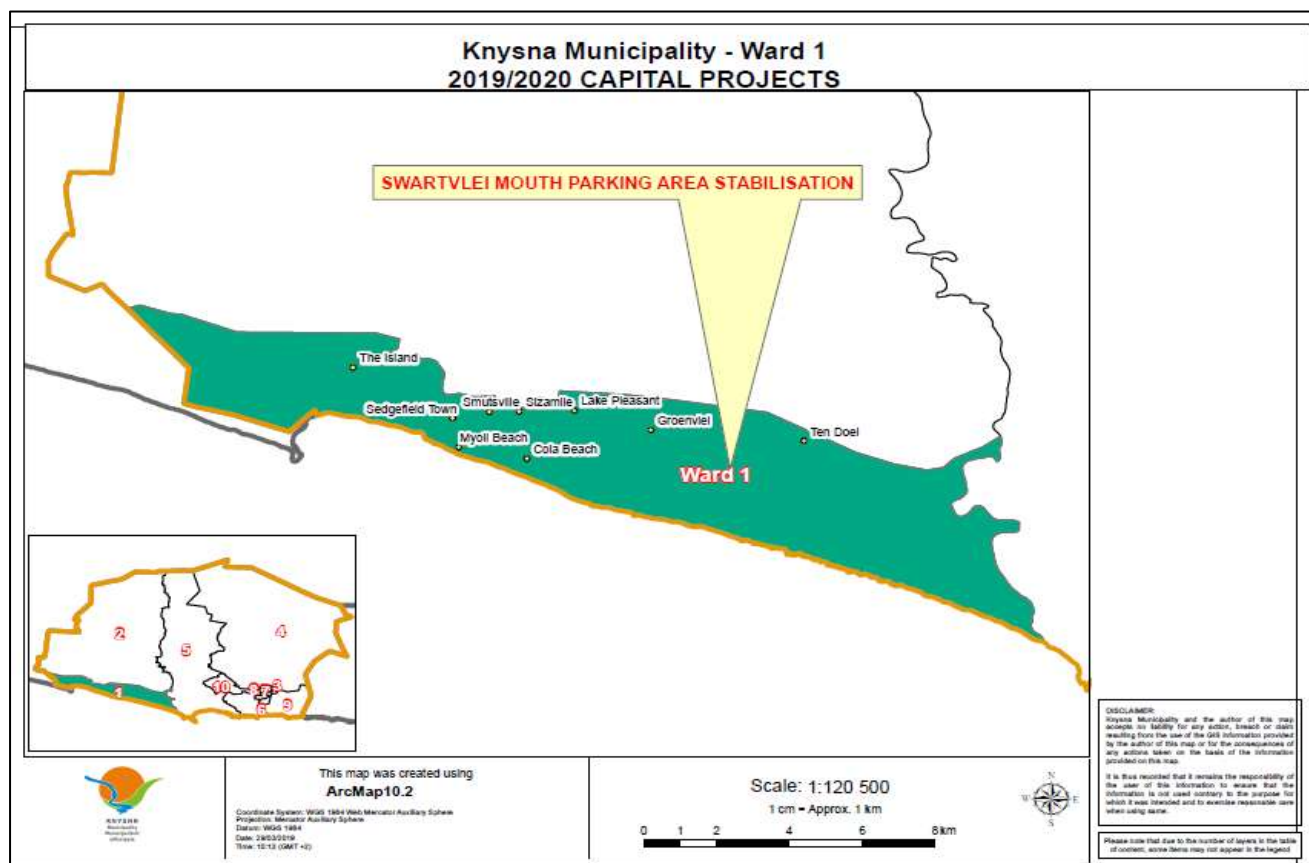
## O


OPPORTUNITIES

- Decreasing commercial activities
- Remote location of police station and clinic for most people
- Inequitable levels of services rendered by the municipality
- Absence of a high school in the ward contributes to a high drop-out rate at schools
- Lack of social services
- Only one access road into Smutsville/ Sizamile
- Hazardous situation at the dunes
- Wastewater spillage in the estuary
- Limited traffic law enforcement, especially in the township areas, results in a delayed police response time
- Putting planning to action
- Lack of planned maintenance on infrastructure
- Limited land available for development results in inadequate housing opportunities
- Too many liquor outlets contributing to substance abuse that directly leads to a relatively high crime rate
- Lack of ownership and sense of pride from the community in terms of their facilities

## T

THREATS



WARD 2	
Ward Councillor – Cathy Weideman	2019/2020 top 5 ward priorities
 <p><b>Ward Composition:</b> Geelhoutboom, Karatara, Kraaibos, Seabreeze, Lancewood, Hoogekraal, Winterskop, The Lakes Montmere, Montage, Sedgefield, Groenvallei, Meedingsride, Fairview, Keurvlei, Ruigtevlei, Kingston, Elandsdraal, Arbeidsloon, Bergsig, Middeldrug, Kraaibos</p>	1. Accelerated implementation of low cost housing projects
	2. Upgrading of waste water treatment works
	3. Facilitation of economic opportunities for local entrepreneurs
	4. Upgrading of existing satellite station to a fully-fledged police station
	5. Implementation of an effective programme for the eradication of alien vegetation
Ward Committee Members	Recreational Facilities in the ward
Benny Weideman – 082 891 3300 Mike Young – 082 491 8123 Roy Phillips – 044 343 2356 Michael Hofhuis – 082 820 8800 Rodney Nay – 044 343 2715 Sandalina Afrika – 063 145 9973 Hendrias Morris – 061 632 1619 Claudia Matabata – 079 176 0381 Joan Oelf – 073 724 8552	Sedgefield Primary School Karatara Primary School Karatara Library Sedgefield Library Karatara Sports field
	<b>Emergency Services in the Ward (or in close proximity of the ward)</b>  Sedgefield Police Station Sedgefield Fire Station Sedgefield Clinic

**WARD 2: IDP ISSUES RAISED BY COMMUNITY**

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
<b>Basic Service Delivery</b>	<b>Water Provision</b>	Effective utilization of the water desalination plant	Sedgefield	Technical Services
		Securing adequate and sustainable water resources	Sedgefield Karatara	Technical Services
		Implementation of water demand management system to effectively minimise water losses	Ward 2	Technical Services
	<b>Sanitation</b>	Provision of septic tanks for the people who cannot connect to the sewerage network	Karatara	Technical Services
		Provision of temporary sanitation facilities to residents that have no access to sanitation	Karatara The Dune Shacks	Technical Services
	<b>Waste Management</b>	Awareness campaign for solid waste recycling	Ward 2	Community Services
		Preparing of a garden refuse & builders waste disposal site	Sedgefield Karatara	Community Services
		Container facility for dog poo at public places	Ward 2	Community Services
	<b>Electricity Provision</b>	Resuming of the suspended solar geyser project	Karatara	Electro-technical Services
<b>Infrastructure Development</b>	<b>Water</b>	Upgrading of water reticulation system	Sedgefield Karatara	Technical Services
		Reviewing the design of the Karatara weir in order to maximize its impact	Sedgefield	Technical Services
		Conducting a feasibility study into the establishment of a catchment area at Hoogekraal	Sedgefield	Technical Services
		Provision of separate water connections for backyard dwellers	Karatara	Technical Services
	<b>Sewerage</b>	Upgrading of waste water treatment works	Sedgefield Karatara	Technical Services
	<b>Electricity</b>	Installation of flood lights at the existing sports field	Karatara	Electro-technical Services
		Upgrading of electricity capacity to phase 3 at Village Green	Sedgefield	Electro-technical Services
		Separate electricity connections and pre-paid meters for backyard dwellers	Karatara	Electro-technical Services
	<b>Roads</b>	Tarring of Neddicky and Bosbou Street	Sedgefield	Technical Services
		Paving of parking areas in the CBD	Sedgefield	Technical Services
		Paving of sidewalks in CBD	Sedgefield	Technical Services
		N2 re-alignment project (NDPG)	Sedgefield	Technical Services
		Speed calming mechanisms (speed humps) close to the sports field, Main Road, Church Street	Sedgefield	Technical Services

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		Speed calming mechanisms (speed humps) George Street, Akkerlaan	Karatarra	Technical Services
		Paved walkway from back of Sedgfield over Village Green to Kingfisher Drive	Sedgfield	Technical Services
		Revival of the passenger & goods railway train services	Knysna	Planning & Development
		Elevation of the river bridge	Karatarra	Technical Services
		Improved information signage	Sedgfield	Community Services
		Resurfacing of roads Sedgfield town	Sedgfield	Technical Services
	Storm water	Storm water master planning	Sedgfield Karatarra Bosdorp	Technical Services
Integrated Human Settlements	Housing Delivery	Low cost housing development	Karatarra	Integrated Human Settlements
		Implementation of a GAP housing project	Karatarra Sedgfield	Integrated Human Settlements
		Accelerate the transfer of houses to the owners	Ward 2	Integrated Human Settlements
		Preference to be given to Bergvallei residents to housing opportunities in Karatarra	Karatarra	Integrated Human Settlements
Environmental Management	Conservation	Implementation of an effective programme for the eradication of alien vegetation	Ward 2	Planning & Development
		Clearing of unoccupied erven in Meadingside/Groenvallei area	Ward 2	Planning & Development
		Recommissioning of Sedgfield desalination plant	Ward 2	Planning & Development
Economic Development	Investment Promotion	Review the marketing plan for Sedgfield as a tourist destination	Sedgfield	Planning & Development
		Re-establishment of the Sedgfield Chamber of Commerce	Sedgfield	Planning & Development
		Implementation of the CRDP programme of the Department of Rural Development	Ward 2	Planning & Development
	Enterprise Development	Facilitate economic opportunities for local entrepreneurs	Karatarra	Planning & Development
		Facilitate a culture of entrepreneurship amongst the youth	Ward 2	Planning & Development
		Hosting of an Economic summit with a focus on rural development	Ward 2	Planning & Development
	Tourism	Upgrading of tourism infrastructure	Ward 2	Community Services



Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
	<b>Job Creation</b>	Planning for the development of a light industrial zone	Sedgefield	Planning & Development
		Identification of suitable land for emerging farming initiatives	Ward 2	Planning & Development
		Support programme for emerging farmers	Karataru	Planning & Development
		Transparent publishing of economic and job opportunities	Ward 2	Corporate Services
		Local preference should be given to emerging contractors	Ward 2	Financial Services
<b>Social Development</b>	<b>Health &amp; Welfare</b>	Upgrading of existing clinic	Karataru	Community Services
		Improved ambulance and other emergency services	Karataru	Community Services
		Paving of parking area at the clinic	Karataru	Technical Services
		Construction of walkway at the clinic	Sedgefield	Technical Services
	<b>Youth Development</b>	Facilitation of skills development programmes	Karataru	Community Services
		Transparent advertising of skills development programmes	Ward 2	Corporate Services
<b>Skills Development</b>	<b>Education</b>	Establishment of a high school	Sedgefield	Planning & Development
		Providing of educational equipment for libraries	Sedgefield Karataru	Community Services
		Implementation of an ABET programme	Karataru	Community Services
		Establishment of a Vocational Skills Development Centre	Karataru (Former TSIBA campus)	Community Services
<b>Community Safety</b>	<b>Community Safety Facilities</b>	Upgrading of existing satellite station to a fully-fledged police station	Sedgefield Karataru	Community Services
		Establishment of a satellite police station		
		Relocation of the existing fire station to a more central location	Sedgefield Karataru	Community Services
		Pedestrian crossing over Kingfisher Drive where the path meets up from the clinic	Sedgefield	Technical Services
		Putting up of a 'no-air-brake' sign on the N2	Sedgefield	Community Services
		Replacement of the existing traffic light on the N2	Sedgefield	Community Services
		Regular testing of the flood warning siren	Sedgefield	Community Services
	<b>Residential Safety</b>	Cost effective and safe transport system for scholars	Karataru Sedgefield	Technical Services

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		Appointment of permanent law enforcement officers	Sedgefield Karataru	Community Services
	<b>Community Safety Partnerships &amp; Programmes</b>	Ensure adequate resources for Community Police Forums and Neighbourhood watches	Ward 2	Community Services
<b>Sport &amp; Recreation</b>	<b>Facilities</b>	Upgrading of ablution facilities and fencing of sports field	Karataru	Community Services
		Appointment of a live-in caretaker at the sports field	Karataru	Community Services
		Upgrading of ablution facilities at Village Green	Sedgefield	Community Services
		Rolling out of sport development programmes for the youth	Sedgefield Karataru	Community Services
		Stackable loose chairs, tables and equipment for the hall	Karataru	Community Services
		Fencing of netball courts at the sport field	Karataru	Community Services
		Upgrading of existing play park and putting up of additional equipment	Sedgefield & Karataru	Community Services
		Facilitate access for private boat owners onto the Swartvlei Dam	Sedgefield	Corporate Services
		Establishment of a modular/wheelie wagon library services	Farleigh	Community Services
		Expansion of existing Sedgefield library to accommodate a children section	Sedgefield	Community Services



# SWOT ANALYSIS WARD 2

- Adequate housing opportunities
- Good co-operation amongst communities
- Play parks are in a good condition
- Town is strategically located between Knysna and George
- Good quality drinking water
- Walking trail from Karatara to Farleigh
- Strong focus is placed on rural development
- Vibrant agriculture based economy
- Quiet & peaceful community
- Tourist attraction which is driving the economy of the area, e.g. the established brand of the Slow Festival
- TSIBA campus
- Vibrant & dynamic NGO's

- Lack of housing development in Karatara, which contributes to the inadequate sanitation facilities in informal settlements
- Lack of garden waste facility
- Lack of satellite police station and fire station which contributes to the lack of law enforcement officers in Karatara and Sedgefield
- Limited opportunities in terms of youth development
- Limited employment and business opportunities causes ambitious youth to leave the area
- Closing of tourism office
- Lack of development and as a result, a maintenance plan
- Racism
- Stray animals
- Illegal evictions (Karatara)
- No proper sewerage system on the Island
- New clinic but not fully operational
- Satellite Fire station – Not fully operational
- Poor publicity: parliament states that Knysna Municipality is most corrupt in the Western Cape
- Need to install water meters in all homes and provide residents with free unmetered water
- Pollution of the Swartvlei may be partially in Ward 1, but is essential to whole of Sedgefield.

- Development opportunities for youth
- Kitchen in Gold Circle
- Ignition Centre
- Opportunities for the youth, through the optimal utilization of the college facility in Karatara
- Upgrading of the water reticulation system
- Implementation of the NDPG and the CRDP
- Implementation of a rural development strategy
- Finalisation of land retsituation claims
- Innovative value adding initiatives for agricultural produce
- Optimal utilisation of the desalination plant for water provision
- Telecommunications
- Upgrading of SAPS police station
- Good relations between the municipality and San Parks
- People can leverage good partnerships
- New clinic
- Satellite fire station
- Community involvement/participation
- Fulltime life guard at swimming pool
- Upgrading of equipment/access to internet facilities
- High school
- Land with good agricultural potential

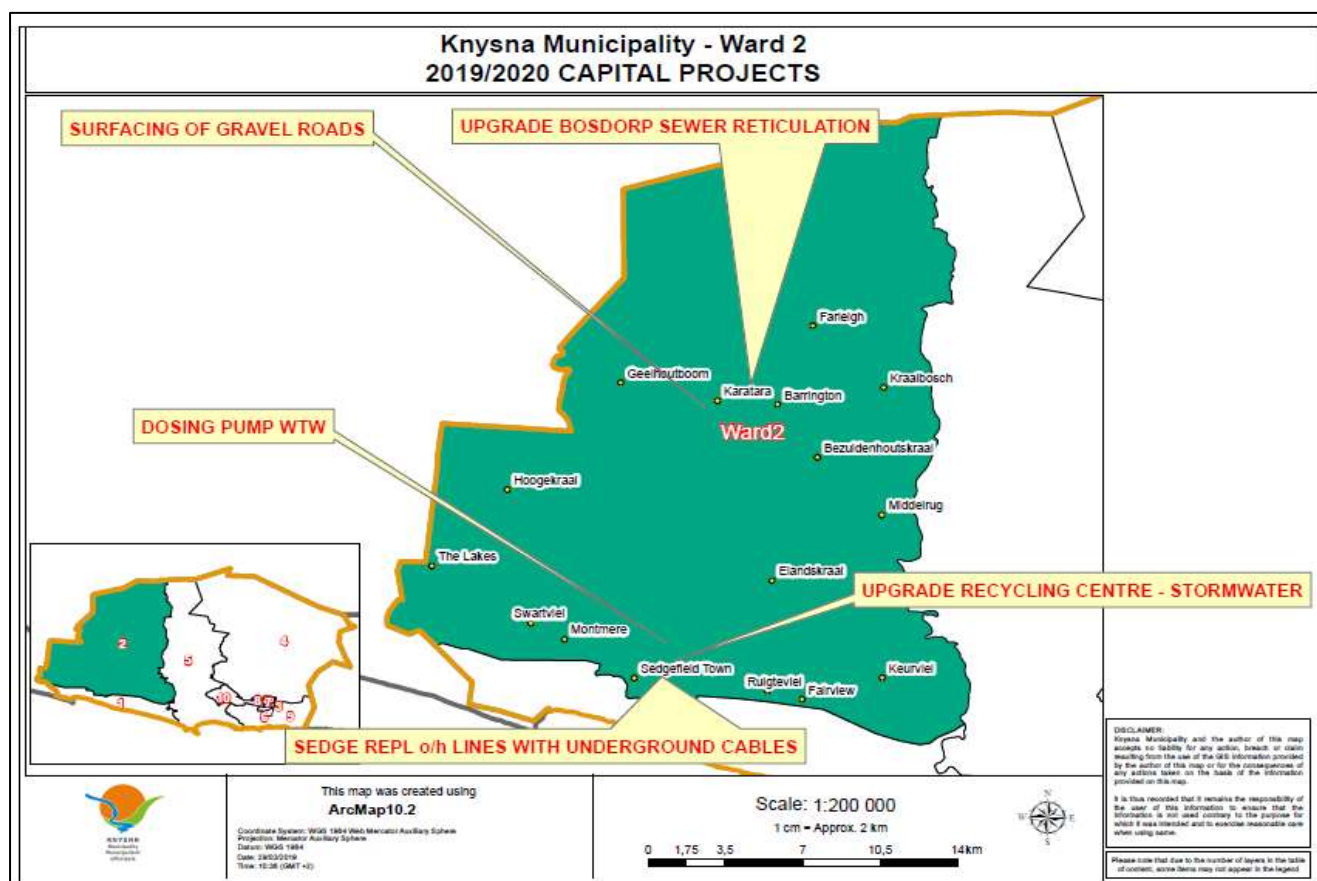
- Inadequate access to Health Services
- Lack of a High School and facilities for youth
- Poor condition roads in Karatara, especially Bosdorp road.
- The residents have to make use of public transport which is fairly expensive and risky
- Limited houses with access to prepaid electricity
- Transfer of houses still remain a big threat
- The discontinuation of the Outeniqua Choo-Choo has had a negative impact on the economy
- Inadequate bulk services & infrastructure might compromise future development indicatives
- Lack of water security
- Pollution of Swartvlei
- Less than 20% of residents have access to a water borne sewerage system
- Sewerage system in Karatara
- Drug & alcohol abuse
- Lack of proper access control at swimming pool
- Lack of rehabilitation at illegal dumping site at the dunes
- Lack of open and transparent administration
- Lack of a tourist office within the ward


**S**  
STRENGTHS

**W**  
WEAKNESSES

**O**  
OPPORTUNITIES

**T**  
THREATS



WARD 3	
Ward Councillor – Mcedisi Skosana	2019/2020 top 5 ward priorities
 <p><b>Ward Composition:</b> Nekkies, Ou Pad, Hlalani, Kruisfontein, Dam se Bos</p>	1. Establishment of a primary school
	2. Establishment of a satellite police station
	3. Implementation of job creation initiatives for unemployed residents and utilization of local skilled labour in municipal projects
	4. Establishment of a fully resourced clinic facility
	5. Establishment of an adequately resourced Youth Advisory Centre in order to facilitate youth development programmes effectively
Ward Committee Members	Recreational Facilities in the ward
Thembinkosi Boo – 071 087 0492 Lukhanyiso Nohana – 081 562 9032 Thabile Botman – 060 371 6673 Mzosizi Nkqukuza – 079 024 2443 Thembakazi Mtshambela – 084 427 7581/ 078 171 1326 Chris Rasipone – 083 809 6249 Andiswa Zake – 063 175 7575 Nosipho Mjamba – 078 281 3900/ 078 108 9146 Lindelwa Tsotsa – 078 083 1132 Vincent Mantso – 083 585 7593	Chris Hani Community Hall Dam Se Bos Sports Field
	<b>Emergency Services in the Ward (or in close proximity of the ward)</b>  Khayaletu Clinic

### WARD 3: IDP ISSUES RAISED BY COMMUNITY

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
Basic Service Delivery	Water Provision	Improve the quality of drinking water to Blue Drop status	Ward 3	Technical Services
		Rolling out of an awareness campaign to educate people on efficient water use	Ward 3	Technical Services
		Access to water resources for livestock and community gardens	Ward 3	Technical Services
	Sanitation	Provision of adequate sanitation facilities to people in informal settlements	Ward 3	Planning & Development
		Putting up of public ablution facilities	Sanlam Mall	Technical Services
	Waste Management	Placement of solid waste containers at strategic places (skips)	Ward 3	Community Services
		An awareness campaign to educate people about waste recycling	Ward 3	Community Services
		Rolling out of a solid waste recycling project		
	Electricity Provision	Resuming of the suspended solar geyser project	Ward 3	Electro-technical Services
		Adequate street lighting at the Nekkies/N2 intersection	Nekkies Oupad Hlalani	Electro-technical Services
		Adequate street lighting	Uniondale Road	Electro-technical Services
Infrastructure Development	Water	Putting systems in place to minimize water losses	Ward 3	Technical Services
	Electricity	Installation of high mast lighting	Dam se Bos	Electro-technical Services
		Electrification of informal areas	Ward 3	Electro-technical Services
	Roads	Paving of sidewalks	7de Laan	Technical Services
		Regular maintenance of gravel streets & repairing of potholes in the streets	Ward 3	Technical Services
		Paving of the major streets in the ward	Dam-se-Bos 7de Laan	Technical Services
		Traffic circle at the Nekkies/N2 intersection	Nekkies/Sanlam area	Technical Services
		Speed calming mechanisms along busy roads	On Uniondale Road close to the N2/Nekkies intersection Access road to Chris Hani Hall 7de Laan	Technical Services
		Putting up of guardrails at high risk areas	Ward 3	Technical Services

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
	<b>Storm Water</b>	Regular cleaning of storm water verges to prevent blocking and also from a health perspective Storm water channels along streets	Ward 3	Technical Services
<b>Integrated Human Settlements</b>	<b>Housing Delivery</b>	Low cost housing development	Nekkies East Dam se Bos South Kruisfontein Oupad Hlalani	Integrated Human Settlements
		Replacement of temporary housing structures that are in a state of disrepair	Kaalkol Marikana	Integrated Human Settlements
		Implement a comprehensive housing rectification programme	Ward 3	Integrated Human Settlements
		Retaining walls at high risk plots	Ward 3	Integrated Human Settlements
		Updating of the database/waiting list for housing beneficiaries	Ward 3	Integrated Human Settlements
		Explore the feasibility of alternative housing typologies such as rental housing units and a GAP housing project	Ward 3	Integrated Human Settlements
	<b>Land Availability</b>	Acquire the land Kruisfontein land from MTO for housing development	Kruisfontein	Corporate Services
<b>Economic Development</b>	<b>Investment Promotion</b>	Re-design and urban renewal of the existing business node	Sanlam Mall	Planning & Development
	<b>Enterprise Development</b>	Capacity building for emerging entrepreneurs	Ward 3	Planning & Development
		Facilitate access to business opportunities for emerging entrepreneurs	Ward 3	Financial Services
	<b>Informal Trading</b>	Establish clearly demarcated trading spaces for informal traders	Ward 3	Financial Services
	<b>Tourism</b>	Transformation of the tourism industry	Ward 3	Planning & Development
		Open Air Music Festival	Sanlam Mall	Panning & Development
	<b>Job Creation</b>	Implementation of job creation initiatives for unemployed people	Ward 3	Planning & Development
		Regular clean-up projects to keep the ward clean	Ward 3	Community Services
		Beautifying and greening of open spaces	Ward 3	Community Services
<b>Social Development</b>	<b>Health &amp; Welfare</b>	Support programme for emerging farmers	Ward 3	Planning & Development
		Establishment of a fully resourced clinic facility	Dam se Bos	Community Services



Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		Establishment of a mobile clinic service	Oupad Hlalani	Community Services
		Rolling out of a food nutrition programme for vulnerable people	Ward 3	Community Services
		Establishment of a safe house for abused women & children	Ward 3	Community Services
		Establishment of an Early Childhood Development Center	Dam se Bos	Community Services
		Establishment of an office for the Ward Councillor which is accessible to most communities in the ward	Sanlam Mall	Corporate Services
	Youth Development	Provision of adequate resources to the Knysna Youth Council in order to facilitate youth development programmes effectively	Knysna	Community Services
Skills Development	Internships & Learnerships	Facilitate the implementation of accredited skills development programmes	Knysna	Planning & Development
	Education	Establishment of a primary school	Ward 3	Planning & Development
		Facilitate bursaries for Grade 12 students for higher education	Ward 3	Community Services
		Fencing of existing crèche	Dam se Bos	Technical Services
Community Safety	Community Safety Facilities	Putting up of taxi shelters along strategic public transport routes	Sanlam Magadla 7de Laan Ou Pad Hlalani	Technical Services
		Establishment of a satellite fire station	Ward 3	Community Services
		Establishment of a satellite police station	Magadla / Sanlam Mall	Community Services
	Personal Safety	Training of fire & rescue volunteers in the community as part of a skills development programme	Ward 3	Community Services
		Fencing off the residential areas from the N2	Nekkies Ou Pad Hlalani	Technical Services
		Additional pedestrian crossing over the N2 especially for scholars that have to cross the busy N2	Nekkies N2/Oupad crossing	Technical Services
	Community Safety Partnerships & Programmes	Establishment of a functional neighbourhood watch	Ward 3	Community Services
		Collective pro-active law enforcement strategy for safeguarding the N2	Nekkies/ Dam se Bos	Community Services
Sport & Recreation	Facilities	Conversion of Chris Hani Hall into a multi-purpose community centre	Dam se Bos	Community Services



Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		Window blinds for Chris Hani Hall	Dam se Bos	Community Services
		Upgrading of the existing sports field	Dam se Bos	Community Services
		Appointment of a live-in caretaker at the sports field	Dam se Bos	Community Services
		Establishment of a play park at the sports field, sport development programmes in various sport codes	Dam se Bos	Community Services

# SWOT ANALYSIS WARD 3

- Local businesses creating jobs within the area
- Functional neighbourhood watch
- Adequate sport & recreational facilities
- Mad About Art youth group keeps the youth engaged
- Relatively good success rate of AET programmes
- Committed ward committee members
- Meeting attendance

- High unemployment rate which contributes to the high crime rate
- Slow pace of housing development
- Lack of basic services in some informal areas, including electrification and sanitation facilities
- Absence of a primary school and play parks
- Lack of fire station and clinic within the ward
- Lack of proper communication and consultation between the municipality and the ward committee members
- Absence of a multi-purpose centre
- Inadequate sexual awareness campaigns for parents and children
- Lack of land availability for churches
- Scholar transport safety, e.g. selling of diesel by bus drivers for profit
- Distribution of medication to the elderly

- Housing development can lead to job opportunities
- Job creation through waste management campaigns
- Sports development programmes
- Cultural activities
- Unlocking of the township tourism potential
- Events planning
- Optimal utilisation of Chris Hani Community Hall, through the conversion of the hall into a multipurpose centre
- Upgrading of the SANLAM mall area through NDPG
- Development Primary school for the ward
- Skills development for post matric learners
- Land for farming & gardening

- Lack of adequate lighting in dark areas
- Taverns add to alcohol and drug abuse problem within the ward
- Teenage pregnancies are increasing
- HIV/Aids and TB rates are increasing
- High unemployment rate contributes to increase in poverty and crime rate
- Alternative premises to be identified for dispensing chronic medication
- Vastness of the ward leads to limited communication and interaction with remote rural communities
- Access roads
- No skills development opportunities for post matric learners
- Lack of financial support from the municipality to churches
- Lack of grazing land for livestock

## S

STRENGTHS

## W

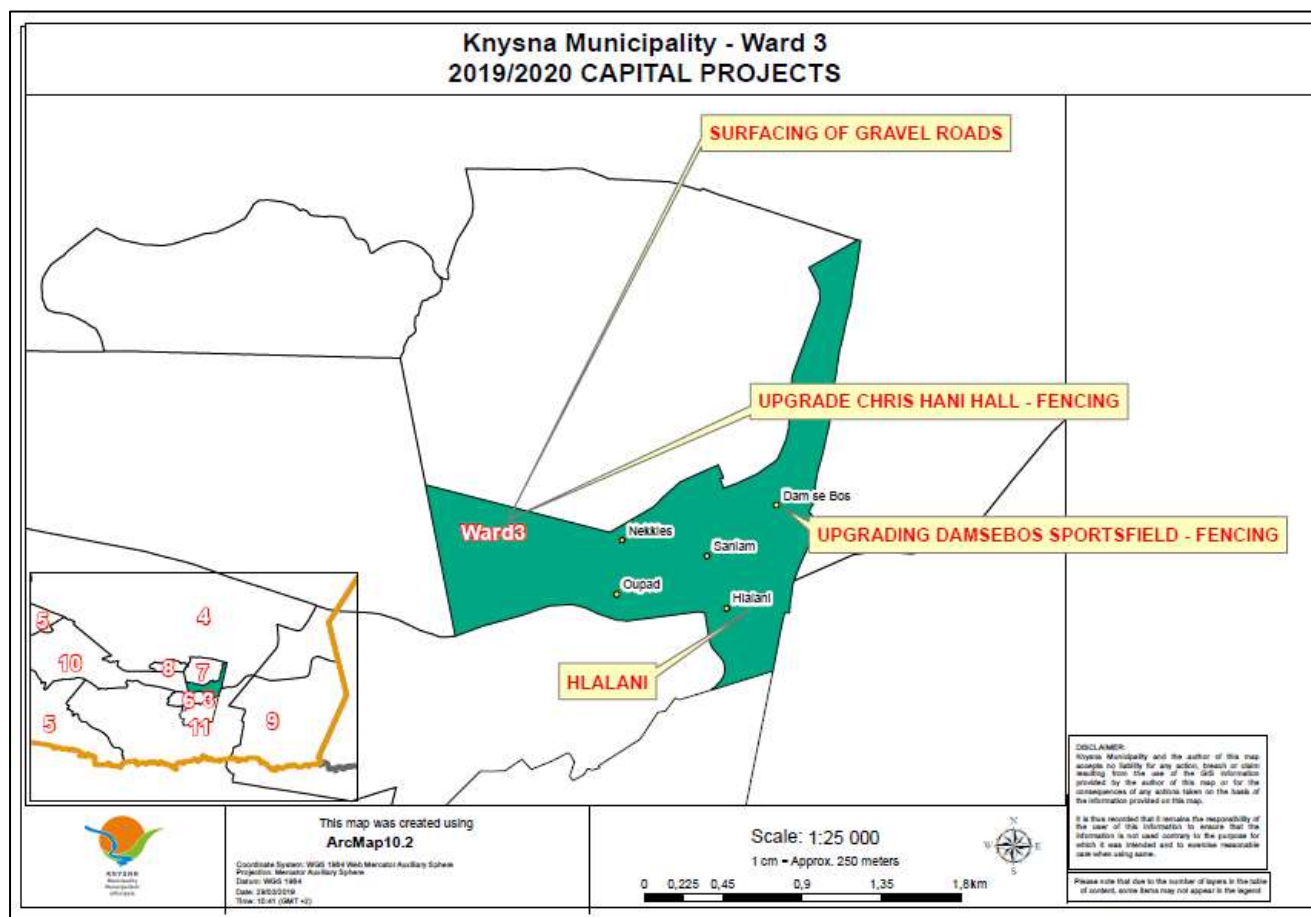
WEAKNESSES

## O


OPPORTUNITIES

## T

THREATS



#### 6.3.4 Ward 4: Ward Councillor and Ward Committee Members

WARD 4	
Ward Councillor – Sithembele Ngqezu	2019/2020 top 5 ward priorities
 <p><b>Ward Composition:</b> White Location, Green Fields, Qolweni</p> <p><b>Ward Committee Members</b></p>	1. Electrification of informal areas
	2. Accelerated implementation of low cost housing projects
	3. Implementation of the 2nd phase of the Multi-purpose Sport Centre
	4. Construction of retaining walls at high risk plots
	5. Facilitation of economic opportunities for local entrepreneurs
	<b>Recreational Facilities in the ward</b>  White Location Day Clinic White Location Sports Field Masifunde Library Chris Nissen Primary School
	<b>Emergency Services in the Ward (or in close proximity of the ward)</b>

**WARD 4: IDP ISSUES RAISED BY COMMUNITY**

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
<b>Basic Service Delivery</b>	<b>Water Provision</b>	Improve the quality of drinking water to Blue Drop status	Ward 4	Technical Services
		Rolling out of an awareness campaign to educate people on efficient water use	Ward 4	Technical Services
	<b>Sanitation</b>	Provision of adequate sanitation facilities in informal settlements	New Rest	Technical Services
	<b>Waste Management</b>	Placement of solid waste containers at strategic places	Ward 4	Community Services
		Implementation of a solid waste recycling project	Ward 4	Community Services
		An awareness campaign to educate people about waste recycling	Ward 4	Community Services
		Employment of local people to conduct clean-up campaigns in the ward	Ward 4	Community Services
		Implementation of an effective management plan to prevent the pollution of the estuaries	Ward 4	Community Services
	<b>Electricity Provision</b>	Education programme for consumers regarding pre-paid electricity tariffs and usage	Ward 4	Electro-technical Services
		Resuming of the suspended solar geyser project	Ward 4	Electro-technical Services
<b>Infrastructure Development</b>	<b>Water</b>	Securing of sustainable water resource management for future development purposes	Ward 4	Technical Services
	<b>Electricity</b>	High mast lighting in the dark areas	Love Corner	Electro-technical Services
		Electrification of informal areas	New Rest Flenters Love Corner Rhobololo Ebaleni	Electro-technical Services
	<b>Roads</b>	Paving of streets (Thula Street, Sputumani, Flenters, Access road to Greenfields)	White Location Qolweni Greenfields	Technical Services
		Regular maintenance of tarred and gravel roads in the ward	Ward 4	Technical Services
		Speed calming mechanisms (speed humps)	Opposite Chris Nissen School	Technical Services
		Paving of more streets in the ward on an on-going basis	White Location	Technical Services
	<b>Storm Water</b>	Development of storm water master plans for disaster management purposes	Ward 4	Technical Services
	<b>Internet Connectivity</b>	Access to free internet facilities for entrepreneurs and students	Ward 4	Corporate Services

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
Integrated Human Settlements	Housing Delivery	Low cost housing development Residents of Rhobololo and Phelendaba to be prioritised for houses in the HDA (SANRAL) housing project	Bloemfontein Qolweni Ethembeni Happy Valley Flenfers New Rest	Integrated Human Settlements
		Rectification of houses after an audit has been done of all damaged hoses that need to be repaired	White Location Flenfers Qolweni Greenfields	Integrated Human Settlements
		Putting up of retaining walls at high risk plots	Ward 4	Integrated Human Settlements
	Land Availability	Availability of suitable land for churches in the SDF	Ward 4	Integrated Human Settlements
		Availability of suitable land for emerging farmers through the SDF process to stimulate agricultural activity	Ward 4	Planning & Development
Economic Development	Enterprise Development	Technical and financial assistance for emerging entrepreneurs	Ward 4	Planning & Development
	Informal Trading	Designated informal trading spaces in the area to stimulate economic growth	Ward 4	Planning & Development
	Tourism	Programme to train potential tour guides for township tourism & transformation of the tourism industry	Ward 4	Planning & Development
	Job Creation	Creating an enabling environment through utilization of LED initiatives	Ward 4	Planning & Development
		Establishment of a public transport interchange	Ward 4	Planning & Development
		Establishment of training people for different skills	Ward 4	Planning & Development
Social Development	Health & Welfare	Improved programme to assist the elderly with access to government services (ID's, Social grants, pension grants etc.)	Ward 4	Corporate Services
		Establishment of a satellite clinic	Ward 4	Community Services
		Establishment of a satellite police station	Ward 4	Community Services
	Youth development	Establishment of skills database of unemployed youth	Ward 4	Corporate Services
	Elderly	Planning for the establishment of a retirement home for the aged	Ward 4	Community Services
Skills Development	Internships & Learnerships	Implementation of skills development programmes and learnerships for the youth (bricklaying, plumbing, electrical, etc.)	Ward 4	Planning & Development Community Services
	Basic Education	Establishment of a high school	Ward 4	Community Services

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
Rural Development	Agriculture	Technical and financial assistance to emerging farmers by the Department of Agriculture	Ward 4	Planning & Development
Sport & Recreation	Facilities	Accelerate the implementation of phase 2 of the upgrading of the existing sports field project	Bloemfontein	Community Services
		Appointment of a live-in caretaker for the to-be-established sport facility	Ward 4	Community Services
		Improved management and up keeping of the sports field in the area	Ward 4	Community Services
		Establishment of a multi-purpose Thusong Service Centre	Ward 4	Community Services
		Facilitate assistance to local sport clubs to apply for equipment, playing kit and other resources	Ward 4	Community Services
		Establishment of an additional play park	Ward 4	Community Services
		Establishment of change rooms at the soccer field	Ward 4	Community Services
		Establishment of a library services	Ward 4	Community Services
		Continuation of phase 2 of the sports field	Ward 4	Community Services
	Sport & Recreational Programmes	Implementation of sport development programmes in different sport codes	Ward 4	Community Services
	Arts & Culture	Establishment of a museum displaying the history of local residents and events	Ward 4	Community Services
Disaster Management	Infrastructure & Equipment	Establishment of a disaster management centre	Ward 4	Community Services



## SWOT ANALYSIS WARD 4

- Informative councillor with good leadership abilities
- Acceleration of housing development
- Partial implementation of solar geyser project
- Good infrastructure development
- Provision of guard rails
- Youth has access to bursaries
- Council Independent
- House development but very slow
- Fighting Corruption
- Toyi-toyi

**S**  
STRENGTHS

- Poor condition of roads infrastructure
- Limited job opportunities especially for the youth
- Limited land availability for churches and farming
- Inadequate sports and recreational activities
- Lack of assistance to struggling SMME's in terms of financial support and business opportunities
- Absence of a community hall
- Not being part of the budget
- Corruption
- Development is very slow, especially with the delivery of houses
- Officials not cooperating with the community, as community members feel undermined by officials
- Unemployment Rate
- Lack of provision of electricity, refuse removal and access to quality drinking water in informal areas
- Fighting Progress

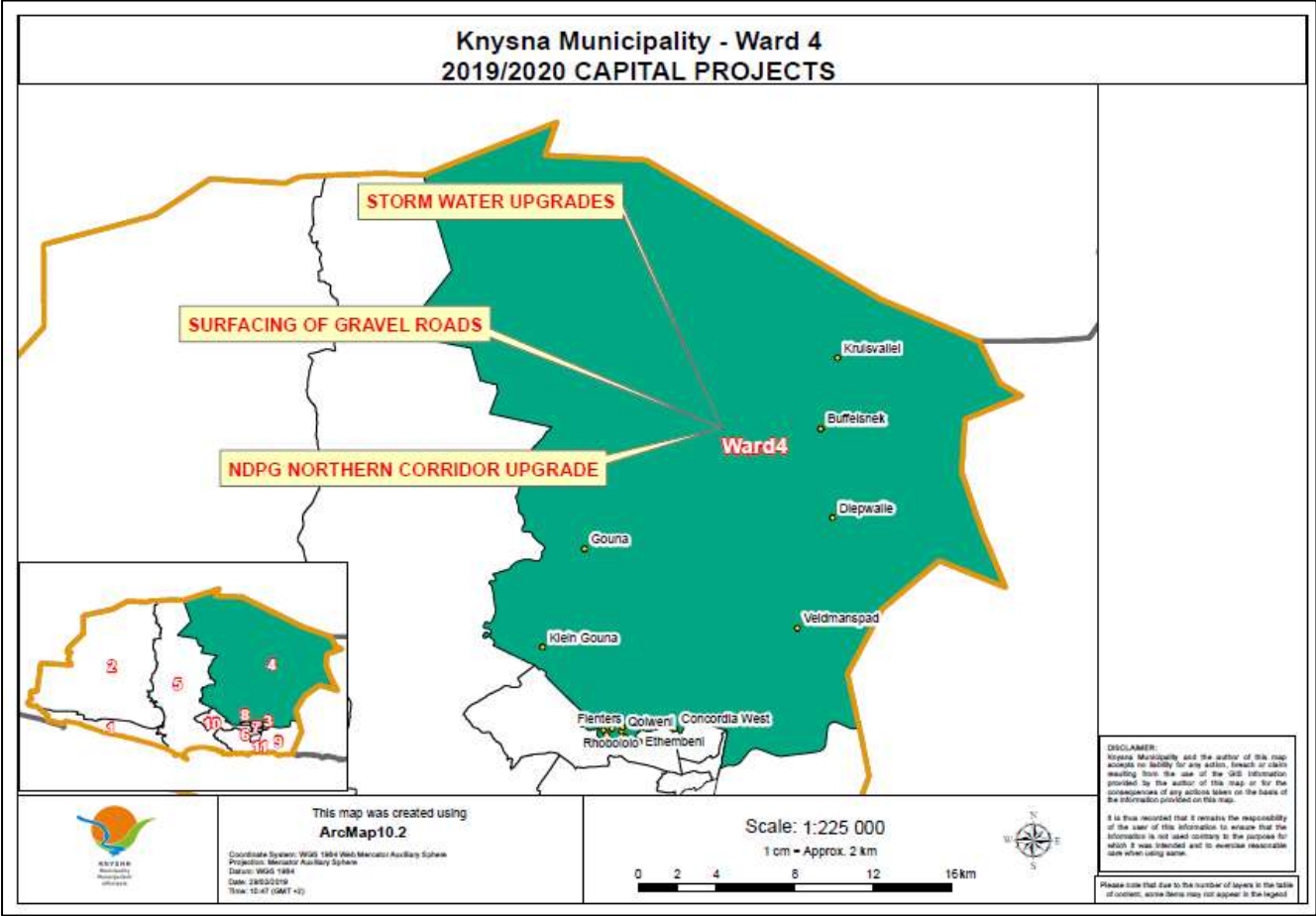
**W**  
WEAKNESSES

- Ward allocation grant for ward projects
- Establishment of a multi-purpose center
- Establishment of a satellite police station
- Resuming of solar geyser project
- Investigation and arrest of officials if found guilty of corruption
- Provision of electricity in informal areas like New Rest
- Councillor to take ownership of communication with community with regard to housing opportunities
- Respect to be shown to councillor by officials
- Consultation with ward committee and the community, prior to budget meeting to explain and educate the ward committee members and community
- Senior officials and TMT to communicate with community not junior officials, communication to be in the language of the people of the ward
- Refuse Collection
- Job creation initiative


**O**  
OPPORTUNITIES

- Relatively low skills base especially amongst youth
- High HIV/Aids prevalence in the area
- Drug and alcohol abuse is at an all-time high
- Local businesses do not benefit from development opportunities
- Influx of foreigners to the area is negatively affecting the economy of the ward as the foreigners take over businesses
- Lack of transparency with the awarding of tenders

**T**  
THREATS



### 6.3.5 Ward 5: Ward Councillor and Ward Committee Members

WARD 5	
Ward Councillor – Hilton Stroebe	2019/2020 top 5 ward priorities
 <p><b>Ward Composition:</b> Rheenendal, Keurhoek, Belvidere, Lake Brenton, Brenton on Sea, Buffalo Bay, Bibby's Hoek, Avontuur, Die Hoek, Gansvlei</p>	1. Securing of sustainable water sources especially during the peak holiday season
	2. Utilization of local skilled labour in capital projects of the Knysna Municipality and government departments
	3. Accelerated implementation of low cost housing projects
	4. Transformation of the tourism industry
	5. Establishment of an effective and affordable public transport system on major routes
Ward Committee Members	Recreational Facilities in the ward
<p>Laya Kiewiets – 071 147 4060 Jan Appels – 073 529 5728 Beauty Mayedwa – 073 798 0044 Samuel Lodewyk – 062 052 7044 Mike Mills – 082 412 8467 Thembeke Thomas – 064 673 3548</p>	<p>Rheenendal Community Hall Rheenendal Library Rheenendal Primary School Rheenendal Sports Field Rheenendal Clinic Brenton-on-Sea Community Hall Brenton-on-Sea Beach Buffalo Bay Beach</p>
	<b>Emergency Services in the Ward (or in close proximity of the ward)</b>

**WARD 5: IDP ISSUES RAISED BY COMMUNITY**

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
<b>Basic Service Delivery</b>	<b>Water Provision</b>	Securing of sustainable adequate water sources especially during the peak holiday season	Ward 5	Technical Services
		Improving the quality of drinking water to Blue Drop status	Ward 5	Technical Services
		Availability of adequate water for agricultural purposes	Rheenendal	Technical Services
		Installation of additional standpipes at Lapland informal settlement	Rheenendal	Technical Services
	<b>Sanitation</b>	Upgrading and refurbishment of public ablution facilities	Brenton on Sea Near Nauticus Restaurant	Technical Services
		Building of bathrooms onto existing houses	Rheenendal	Technical Services
		Provision of sanitation facilities to residents of Club timbers	Club timbers	Technical Services
	<b>Waste Management</b>	Implementation of the wheelie bin refuse removal system	Brenton on Sea	Community Services
		Placement of solid waste containers at strategic places	Rheenendal	Community Services
		Rolling out of a solid waste recycling project	Ward 5	Community Services
		Implementation of an effective management plan to prevent the pollution of the estuaries	Ward 5	Community Services
		Rendering of refuse removal to residents of Club Timbers	Club Timbers	Community Services
		Establishment of waste separation, garden refuse chipping and composting facility at the Brenton Dump Site	Brenton on Sea	Community Services
	<b>Electricity Provision</b>	Regular repairing of street lights where required	Ward 5	Electro-technical Services
		Installation of adequate street lighting	Brenton on Sea Rheenendal (Bloekom Street)	Electro-technical Services
		Installation of flood lights at both sports fields in Rheenendal	Rheenendal	Electro-technical Services
		Resuming of the suspended solar geyser project	Rheenendal	Electro-technical Services
		Electrification of Lapland informal settlement	Rheenendal	Electro-technical Services
<b>Infrastructure Development</b>	<b>Water</b>	Improve storage capacity of the dam	Rheenendal	Technical Services
		Upgrading of water treatment works	Rheenendal	Technical Services
		Completion of new water pipe system to all residents	Buffalo Bay	Technical Services
		Upgrading of water treatment plant	Rheenendal	Technical Services
	<b>Sewerage</b>	Upgrading of the sewerage reticulation system	Lake Brenton	Technical Services

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		Establishment of adequate sewerage disposal facility	Lake Brenton – The Woods	Technical Services
		Monthly water testing at Brenton Wetland	Brenton on Sea	Technical Services
	Electricity	Upgrading of electricity network to avoid regular power outages	Buffalo Bay	Electro-technical Services
	Roads	Paving of Noem-Noem, Geelhout and Fern Streets	Rheenendal	Technical Services
		Upgrading and regular maintenance of gravel roads (Murray, Pine, Watson, Bluebell, Sonop Streets, Roman Road )	Rheenendal Brenton on Sea	Technical Services
		Upgrading and regular maintenance of gravel roads (Acacia, Keurboom Streets)	Rheenendal Goukamma Reserve	Technical Services
		Stabilising & surfacing of Upper Hill street	Belvidere	Technical Services
		Stabilisation and resurfacing of Mountain Rose Road	Brenton on Sea	Technical Services
		Repairs and maintenance on Roman Road	Lake Brenton	Technical Services
		Speed calming mechanisms (speed humps) in major streets	Rheenendal	Technical Services
		Improvement of the footpaths and walk ways to the beach	Buffalo Bay Goukamma Reserve Brenton on Sea	Technical Services
		Repairing the deteriorating shoulders of the major roads	Buffalo Bay	Technical Services
		Tarring of the far end of Capt Duthie Road	Brenton on Sea	Technical Services
		Implementing an effective pothole repair programme (Stinkwood, Mountain Rose, Captain Duthie and Tulbagh Streets)	Ward 5	Technical Services
		Establishment of additional parking facilities	Buffalo Bay	Technical Services
		Upgrading of the access road in the vicinity of Margaret's view point	Brenton on Sea	Technical Services
		Repainting of road markers and signage	Ward 5	Technical Services
		Provision of public transport services for residents of Rheenendal that are working in Brenton, Buffalo Bay & Belvidere	Rheenendal	Technical Services
		Erection of a traffic mirror	Belvidere	Community Services
		Putting up of street names	Rheenendal	Community Services
		Putting up of proper road signs	Brenton on Sea	Technical Services
		Upgrading of N2 intersection and Brenton turn off (previously known	Brenton on Sea	Community Services Technical Services



Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
	<b>Storm Water</b>	as Lightleys intersection, opposite Lagoonview Nursery)		
		Upgrading of storm water network along major roads	Rheenendal Buffalo Bay	Technical Services
		Clearing of Storm Water Verges	Brenton on Sea	Technical Services
		Establishment of storm water channel in Agapanthus Road	Brenton on Sea	Technical Services
	<b>Internet Connectivity</b>	Free access to internet facilities at library and youth centre	Rheenendal	Community Services
<b>Integrated Human Settlements</b>	<b>Housing Delivery</b>	Low cost housing development	Rheenendal	Integrated Human Settlements
		Rectification of old RDP houses	Rheenendal	Integrated Human Settlements
		Provision of formal housing to residents of Club timbers	Club Timbers	Integrated Human Settlements
	<b>Land Availability</b>	Identification of land for housing development	Rheenendal	Integrated Human Settlements
		Securing of land for the establishment of a regional cemetery	Rheenendal	Community Services
		Drafting of a structure plan/SDF for future development of the area	Rheenendal	Planning & Development
		Availability of land for agricultural projects	Rheenendal	Planning & Development
<b>Environmental Management</b>	<b>Conservation</b>	A linear dune rehabilitation programme to stabilize the properties at the beach front	Buffalo Bay	Planning & Development
		Alien clearing and rehabilitation of natural vegetation	Goukamma Reserve Brenton on Sea Lake Brenton	Planning & Development
		Alternative site for dumping of garden refuse	Brenton on Sea	Community Services
		Development of an Invasive Species Monitoring, Control and Eradication Plan	Greater Knysna Municipal Area	Planning & Development
		Clearing of verges along the major Brenton arterial roads	Brenton on Sea	Community Services
<b>Economic Development</b>	<b>Investment Promotion</b>	Implementation of the CRDP programme of Department of Rural Development	Rheenendal	Planning & Development
		Improved tourism signage	Brenton on Sea	Community Services
		Putting up of a "Welcome to Buffalo Bay" sign at entrance	Buffalo Bay	Community Services
	<b>Enterprise Development</b>	Technical and financial assistance for emerging entrepreneurs	Ward 5	Planning & Development
	<b>Informal Trading</b>	Improved system of informal trading during holiday period	Buffalo Bay Brenton on Sea	Planning & Development

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
	<b>Tourism</b>	Transformation of the tourism industry	Knysna	Planning & Development
	<b>Job Creation</b>	Establishing a database of skills in the area	Rheenendal	Corporate Services
		Utilization of local skilled labour in capital projects of the municipality and government departments	Rheenendal	Technical Services
<b>Social Development</b>	<b>Health &amp; Welfare</b>	Review of the implementation of tariff increases and property rate increases	Ward 5	Finance
		Upgrading & expansion of existing clinic & improve primary health care at the clinic	Rheenendal	Community Services
		Improved ambulance and emergency services	Rheenendal	Community Services
		Construction of a roofed shelter for the residents waiting at the clinic	Rheenendal	Community Services
		Facilitate the implementation of a food nutrition programme for vulnerable people	Rheenendal	Community Services
		Improved access to Government services via CDW programme	Ward 5	Corporate Services
		Erection of timber structure crèche	Rheenendal	Technical Services
	<b>Youth Development</b>	Implementation of effective youth development programmes & expansion of the youth centre	Rheenendal	Community Services
<b>Skills Development</b>	<b>Internships &amp; Learnerships</b>	Market related skills development programmes for unemployed youth	Ward 5	Community Services
	<b>Education</b>	Establishment of a high school	Rheenendal	Community Services
		Access to bursaries for higher education	Ward 5	Corporate Services
<b>Community Safety</b>	<b>Community Safety Facilities</b>	Improved and adequate parking facilities for people with disabilities	Brenton on Sea	Technical Services
		Effective law enforcement in respect of informal trading	Buffalo Bay	Community Services
		Replacing of existing boxes for parking attendants with more aesthetically improved structures	Buffalo Bay	Community Services
		Establishment of a functional Disaster Management Center	Ward 5	Community Services
		Intensifying law enforcement on public transport for scholars	Rheenendal	Community Services
		Safer intersection between the Brenton Road and the N2	Brenton on Sea	Technical Services
		Fire signage at public view points	Brenton on Sea	Community Services
		Erection of CCTV cameras	Buffalo Bay	Community Services



Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
	Residential Safety	Installation of permanent speed cameras on the Brenton road	Brenton on Sea	Community Services
		Improving of visible law enforcement during the peak holiday season	Ward 5	Community Services
		Repairing of damaged fire equipment including fire hydrants, water points, nozzles and fire boxes	Brenton on Sea	Community Services
		Provision of fire equipment to all substations in the Brentons	Brenton on Sea Brenton on Lake	Community Services
	Community Safety Partnerships & Programmes	Facilitating the establishment of a community police forum	Ward 5	Community Services
		Facilitating assistance with resources for the neighbourhood watch	Ward 5	Community Services
Sport & Recreation	Facilities	Fencing of the graveyard	Rheenendal	Community Services
		Purchasing of adequate equipment & crockery for community hall	Rheenendal	Community Services
		Upgrading of Fisherman's walk	Brenton on Sea	Planning & Development
		Establishment of a multi-purpose community centre	Rheenendal	Community Services
		Improved access to the beach	Buffalo Bay	Community Services
		Construction of a bicycle lane along the access road to buffalo bay	Buffalo Bay Brenton on Sea	Technical Services
		Recreational facilities (braai spots) along the road to Buffalo Bay	Buffalo Bay	Community Services
		Upgrading and surfacing of the parking area at the beach front	Buffalo Bay	Technical Services
		Upgrading of existing braai facilities	Buffalo Bay	Community Services
		Upgrading of existing play parks	Buffalo Bay Rheenendal Lake Brenton	Community Services
		Upgrading of existing library	Rheenendal	Community Services
		Upgrading and planting of indigenous fynbos at the Brenton beach ablution block	Brenton On Sea	Community Services
		Upgrading of ablution facilities	Brenton Beach	Community Services
		Access to beaches other than Brenton main beach	Brenton On Sea	Community Services
		Running or cycling path along Brenton Road	Brenton on Sea	Technical Services
		Upgrading of parking lot at Lake Brenton Jetty	Lake Brenton	Technical Services
		Facilitating a sport summit with all relevant stakeholders	Rheenendal	Community Services

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		Implementation of sport development programs in different sport codes	Rheenendal	Community Services
		Clarification of ownership of the jetty in Old Belvidere between SanParks and Belvidere Home Owners Association	Ward 5	Corporate Services
		Alternations to Buffelskop library	Buffalo Bay	Community Services
		Upgrading of beach access pathways and walkways	Brenton beach Agapanthus and Watsonia Street Agapanthus and beach area Jaap se Baai Die Blokke	Technical Services Community Services
		Repair and or maintenance cleaning at Fishermans's walk	Brenton	Community Services

# SWOT ANALYSIS WARD 5

- Access to a willing workforce
- Tourist opportunities/ multiple tourism opportunities, e.g. Bibbies Hoek and cycle routes, etc.
- Safe haven for tourists
- Cycle paths for residents
- Fertile land for agricultural activities
- Butterfly reserve
- Wealth of natural resources
- Vibrant Youth Centre
- Functional and active churches
- Relatively good roads infrastructure
- Good primary health care facilities

- Inadequate water supply is hampering growth as well the provision of adequate housing and basic services
- Bulk infrastructure needs to be upgraded to improve the quality of the drinking water
- Inadequate access roads as well as lack of road maintenance
- Weak electricity supply
- Lack of job opportunities and recreational activities for youth
- Public transport is unsafe for scholars and is only seasonal for those who own taxi's
- Better planning needs to be done in terms of bulk services infrastructure
- Lack of integration between communities
- Youth talent development & Sport development
- Lack of economic stimulation
- Limited availability of skilled expertise
- Lack of a high school
- Inefficient communication between the municipality and community stakeholders
- Mind set of entitlement

- Public transport is at its peak during the season, provides the opportunity for the implementation of an effective and affordable public transport system
- Entrepreneurial opportunities in terms of craft and food markets
- Improved marketing of tourism products
- Nail Bait reading scheme provides education, building opportunities and serves as a good method of job creation
- Mobile library
- Local business opportunities in terms of selling local produce etc.
- Re-opening of backpackers
- Sporting events
- Camp sites in the forest
- Satellite police station
- Expansion of existing agricultural practices
- Unutilised factory space
- Programmes implemented by the Youth Centre
- Educational opportunities on sea life
- Strategic partnership with conservation authorities, e.g. Cape Nature and SANParks
- Programmes rolled out by the Knysna Sport school
- Availability of good motivational speakers
- Economic generator

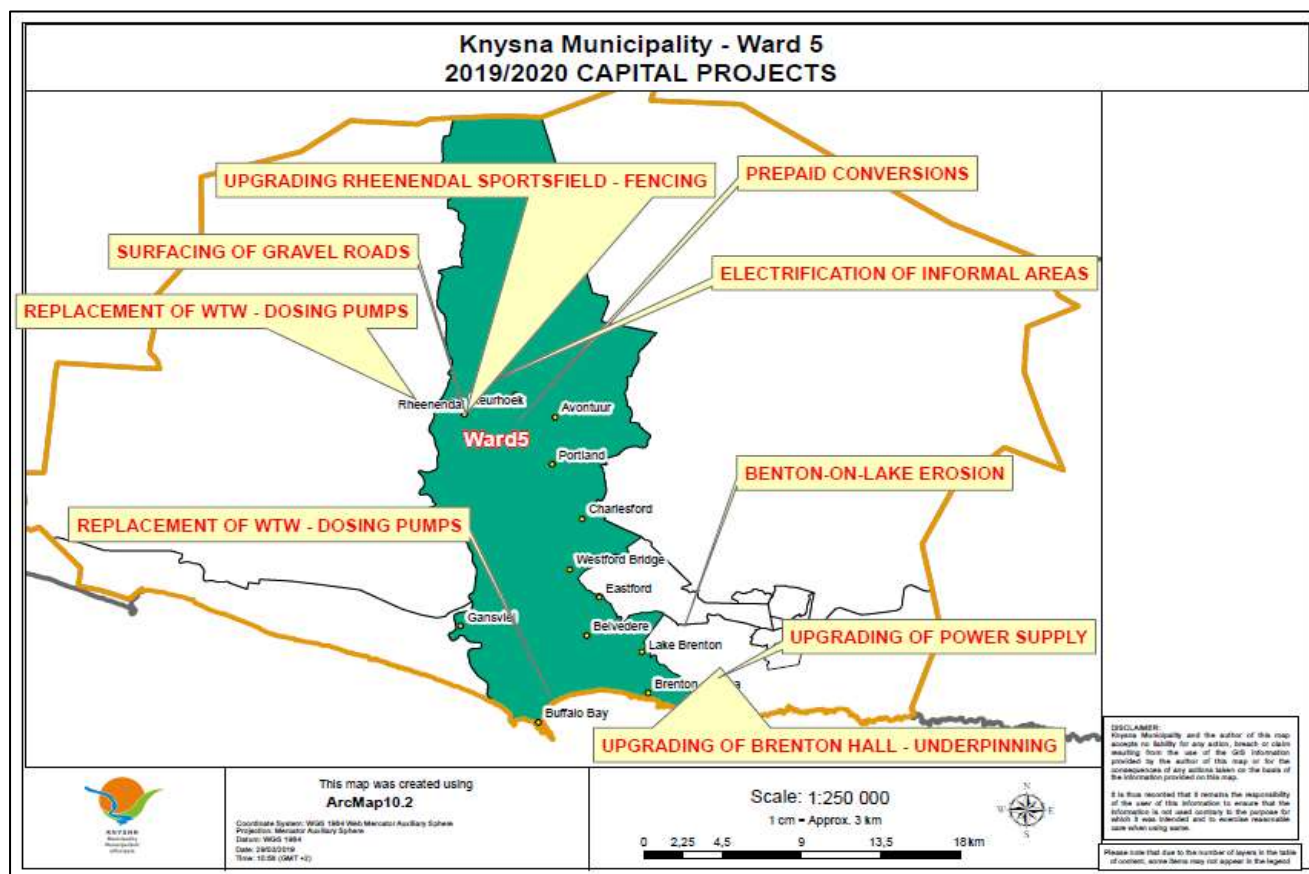
- Red tape in respect of land rezoning
- Illegal shebeens operating within the area
- Lack of co-operation and communication between community members
- Alien vegetation
- Wide gap between the rich and poor
- In-effective public transport system
- Mushrooming of spaza shops owned by foreigners
- Increasing substance & alcohol abuse


**S**  
STRENGTHS

**W**  
WEAKNESSES

**O**  
OPPORTUNITIES

**T**  
THREATS



WARD 6	
Ward Councillor – Elrick Van Aswegen	2019/2020 top 5 ward priorities
 <p><b>Ward Composition:</b> Hornlee West, Fraaisig, Rykmanshoogte</p>	1. Servicing of infill sites for further low income housing development
	2. Facilitation of access to financial assistance for emerging entrepreneurs
	3. Rolling out of education programmes on substance & alcohol abuse
	4. Implementation of effective crime prevention programmes
	5. Establishment of additional safe play parks, and regular cleaning and maintenance of existing play parks
<p><b>Ward Committee Members</b></p> <p>Rolanda George – 062 844 0659  Denzil Davidson – 084 860 9748  Wesley Wagner – 072 959 1425/ 072 085 9109  Jane Fourie – 079 275 3068  Kay Andrews – 073 963 9377/ 061 774 7172  Maureen Brits – 073 878 5532  Ashley Wildeman – 062 492 7427  Elma Siegelaar – 061 621 9982  Cherelene Windvogel – 082 402 6190  Jonavin Lawrence – 083 990 3114</p>	<p><b>Recreational Facilities in the ward</b></p> <p>Hornlee Community Hall  Hornlee Library  Hornlee Sports Field  Hornlee Primary School  Knysna Secondary School  Hornlee Clinic</p> <p><b>Emergency Services in the Ward (or in close proximity of the ward)</b></p>

**WARD 6: IDP ISSUES RAISED BY COMMUNITY**

Strategic focus area	Development objective	Issues raised	Requested area	Relevant directorate
<b>Basic Service Delivery</b>	<b>Water Provision</b>	Improving the quality of drinking water to Blue Drop status	Ward 6	Technical Services
		Education programme for residents to use water more wisely	Ward 6	Technical Services
		Ensuring the affordability of water tariffs	Ward 6	Financial Services
		Providing free basic water to all households	Ward 6	Technical Services
	<b>Sanitation</b>	Building of bathrooms onto existing houses	Hornlee	Planning & Development
	<b>Waste Management</b>	Implementation of an effective solid waste recycling programme & Education programme to promote recycling amongst households	Ward 6	Community Services
	<b>Electricity Provision</b>	Repairing of non-working street lights where required	Ward 6	Electro-technical Services
		Ensuring the affordability of electricity tariffs	Ward 6	Financial Services
		Provision of free basic electricity to all households	Ward 6	Electro-technical Services
		Education programme to educate households on the efficient use of pre-paid electricity	Ward 6	Electro-technical Services
<b>Infrastructure Development</b>	<b>Water</b>	Installation and regular monitoring of water meters in Hornlee	Ward 6	Technical Services
	<b>Sewerage</b>	Upgrading of the Knysna Waste Water Treatment Works	Knysna	Technical Services
	<b>Electricity</b>	Resuming of the suspended solar geyser project	Ward 6	Electro-technical Services
		Installation of high mast light	Ward 6	Electro-technical Services
	<b>Roads</b>	Upgrading of street intersections (Shamrock, Sunridge Street)	Hornlee	Technical Services
		Paving/Tarring of roads	Parade Street Stroebeel Street	Technical Services
		Regular repairing of potholes in streets	Ward 6	Technical Services
		Paving of pavements along major streets	Ward 6	Technical Services
		Putting up of a traffic light / traffic circles Nekkie and Hornlee intersections with the N2	Hornlee	Technical Services



Strategic focus area	Development objective	Issues raised	Requested area	Relevant directorate
		Repairing of potholes in the road at the Old Apostolic Church	Hornlee	Technical Services
		Erection of a speed hump in Sunridge Street	Sunridge Street	Technical Services
		Putting up of proper road traffic signage where required	Ward 6	Community Services
	Storm water	Upgrading of storm water network	Hornlee	Technical Services
	Internet Connectivity	Promote the use of the E-centre facility amongst the youth in Hornlee	Ward 6	Community Services
Integrated Human Settlements	Housing delivery	Rectification of subsidized houses	Hornlee	Integrated Human Settlements
		Servicing of infill sites for further low income housing development	Hornlee	Integrated Human Settlements
		Construction of retaining walls	Hornlee	Integrated Human Settlements
Economic Development	Investment Promotion	Marketing of Knysna to draw investment to the area that can stimulate job creation	Knysna	Planning & Development
	Enterprise Development	Identification of real economic opportunities for local entrepreneurs	Ward 6	Planning & Development
		Facilitating the inclusion of emerging entrepreneurs into the Knysna Chamber of Commerce	Ward 6	Planning & Development
		Facilitate access to resources (financial assistance) for emerging entrepreneurs	Ward 6	Planning & Development
		Optimizing the intake of entrepreneurs into the current incubator programme	Ward 6	Planning & Development
	Informal Trading	Establishment of informal trading stalls in clearly demarcated areas	Hornlee	Planning & Development Technical Services
		Installing pre-paid electricity connection points at trading spaces	Ward 6	Electro-technical Services
	Tourism	Transformation of the tourism industry	Knysna	Planning & Development
	Job Creation	Rolling out of regular clean-up projects	Ward 6	Community Services
		Improved management and co-ordination of the CWP and EPWP job creation programmes	Ward 6	Corporate Services

Strategic focus area	Development objective	Issues raised	Requested area	Relevant directorate
		Dedicated internship at the municipality and government departments for local graduates and current students	Ward 6	Corporate Services
		Establishment of a comprehensive database of unemployed people	Ward 6	Corporate Services
Social Development	Health & Welfare	Establishment of a community garden project	Ward 6	Community Services
		Establishment of a safe house for abused and battered women	Hornlee	Community Services
		Facilitate a skills development programme for people living with disabilities	Ward 6	Community Services
		Create more employment and business opportunities for people with disabilities	Ward 6	Community Services
		Upgrading and expansion of Vermont Old Age Home	Hornlee	Community Services
		Implementation of HIV/Aids awareness campaign	Ward 6	Community Services
		Educational programme to promote safe sex amongst teenagers	Ward 6	Community Services
		Education programme on drug & alcohol abuse	Ward 6	Community Services
	Youth Development	Implementation of women & youth economic empowerment programmes	Ward 6	Community Services
		Municipality to establish a dedicated budget for the implementation of sustainable youth development initiatives	Knysna	Community Services
Skills Development	Internships & Learnerships	Implementation of skills development programmes for the youth	Ward 6	Community Services
		Bursaries for higher education studies	Knysna	Corporate Services
	Education	Upgrading of Hornlee Primary School	Hornlee	Community Services
		Establishment of gardening projects at primary schools	Knysna	Planning & Development
		Promotion of an entrepreneurship programme at schools	Knysna	Planning & Development
		Introducing tourism as part of the curriculum at schools	Knysna	Community Services

Strategic focus area	Development objective	Issues raised	Requested area	Relevant directorate
Community Safety	Community Safety Facilities	Establishment of a functional Disaster Management Centre	Ward 6	Community Services
		Ensuring proper fire & rescue planning awareness	Ward 6	Community Services
		Putting up of more fire hydrants at strategic places	Ward 6	Community Services
	Residential Safety	Installation of lighting at the pedestrian walkway between Stroebel and Protea Street	Hornlee	Electro-Technical Services
		Effective law enforcement on the road worthiness of taxi's	Ward 6	Community Services
		Ensure effective law enforcement on the roadworthiness of public transport for scholars	Ward 6	Community Services
		Effective law enforcement on pick-up points for taxi's	Ward 6	Community Services
		Putting up of lighting along the footpath from Lamco to the industrial area	Hornlee	Electro-technical Services
		Clearing of overgrown bushes in the area especially near the play parks and schools	Hornlee	Community Services
	Crime Prevention	Placement of Point Duty Officers at busy crossings for school learners	Ward 6	Community Services
		Implement effective crime prevention programmes	Knysna	Community Services
		Implementation of mechanisms to ensure safer school environments	Ward 6	Community Services
Sport & Recreation	Facilities	Regular maintenance and up keep of the existing cemetery	Hornlee	Community Services
		Beautification and greening of public open spaces	Ward 6	Community Services
		Upgrading of Hornlee Civic to a fully-fledged Thusong Service Centre	Hornlee	Community Services
		An open space covered with grass for recreational facilities	Hornlee	Community Services
		Upgrading of existing pitch and ablution facilities at Hornlee sports field	Hornlee	Community Services
		Upgrading of existing play park facilities with more playing equipment	Hornlee	Community Services
		Establishment of additional safe play parks	Hornlee	Community Services

Strategic focus area	Development objective	Issues raised	Requested area	Relevant directorate
		Establishment of a clubhouse and gym at Hornlee sports field	Hornlee	Community Services
		Effective management and up keeping of sport facilities	Hornlee	Community Services
		Facilitate the rolling out of sport development programmes in the different sport codes	Hornlee	Community Services
		Proper consultation with all relevant stakeholders on the utilization of 15% of MIG allocation for development of sport facilities	Ward 6	Community Services

# SWOT ANALYSIS WARD 6

- Access to well-resourced community hall
- Primary and High School
- Centre that caters for the disabled
- Recreational park
- Functional youth advisory desk
- Functional NPO's focusing on a number of socio-economic challenges
- Active Community Policing Forum (CPF)
- Households with access to basic services
- Churches in the area
- Adequate preschools and schools in the area
- Adequate road infrastructure
- Taxi rank
- Public amenities
- E-Centre
- Dynamic residents that are active in the ward
- Strong tax basis

## S

STRENGTHS

- Inadequate land availability for housing development and as a result a need for housing development
- Lack of economic development within the ward
- Lack of multi-purpose centre for youth development
- Inadequate land availability for emerging farmers
- Lack of business node
- Lack of proper and adequate sports facilities
- Lack of speed calming mechanisms in some areas
- High prevalence of alcohol & substance abuse especially amongst the youth/ High rate of drug and alcohol abuse
- Relatively high rate of teenage pregnancies
- Limited collaboration between government departments, municipality and community organisations to tackle socio-economic challenges
- High unemployment rate which contributes to the high crime rate
- Extremely high drop-out rate of scholars
- Lack of recreational facilities
- Dense bushy areas that become crime hotspots
- Inequality which directly contributes to the high poverty rate
- Low capacity clinic

## W

WEAKNESSES

- Resource centre
- Old railway can be used for tourism opportunities
- Establishment of food gardens
- Satellite police and fire stations
- Urban renewal project at the entrance of Hornlee ('facelift')
- Conversion of community hall into a full-fledged multi-purpose centre which can offer after-school programmes for local youth
- Home ownership to residents
- Opportunity for a technical school
- Opportunity for a shopping centre
- Opportunity for a Thusong Service Centre
- School for the disabled
- ECD centre
- Neighbourhood watch
- Active Police Forum
- Intergovernmental relations between various provincial departments such as DSD, SAPS etc.

## O

OPPORTUNITIES

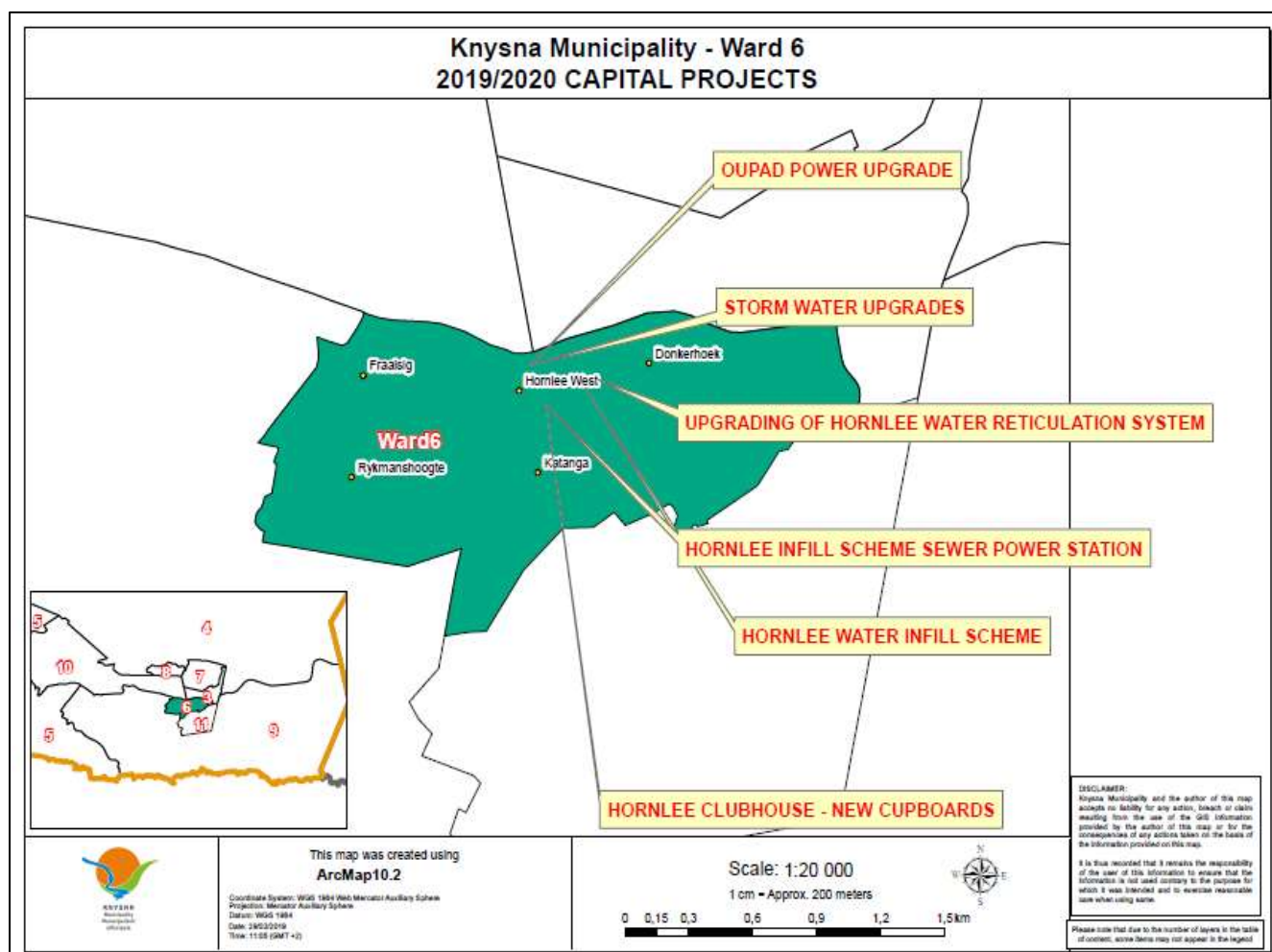
- Limited access to quality basic services due to the unaffordability of basic services rendered by the municipality
- Early school dropout rate is extremely high which contributes to the relatively high rate of unemployment
- Lack of youth development programmes and the provision of funding for higher education to scholars
- Limited resources in terms of health services and an emergency centre
- Influx of foreigners taking over spaza shops
- Limited access to skill development programmes
- Lack of funding for NPO's and NGO's
- High rate of domestic violence mostly induced by alcohol & drug abuse
- Inequality
- Old housing infrastructure
- Topography of the area
- Accessibility of the area
- Limited availability of SAPS and adequate visible policing services
- Taverns & Shebeens
- Limited parental involvement

## T

THREATS









WARD 7	
Ward Councillor – Mandla Matiwane	2019/2020 top 5 ward priorities
 <p><b>Ward Composition:</b> Khayaletu, Khayaletu North, Khayaletu Valley, Bongani</p>	1. Additional sanitation facilities in informal settlements through the Access to Basic Services Programme
	2. Subsoil drainage system around the existing houses
	3. Electrification of informal settlements
	4. Upgrading of gravel roads to paved surface
	5. Facilitation of market related skills development programmes for youth and women
Ward Committee Members	Recreational Facilities in the ward
Mteteleli Mandeka – 082 408 3638 Nobesuthu Delihlazo – 078 488 2123 Mtutuneli Rolisisiu – 073 369 1322 Andile Nkulana – 061 031 3323 / 078 002 5557 Msondezi Mjencane – 063 569 4590 Bondiwe Ntlanga – 073 090 6535 Sivuyile Molosi – 078 955 7284 Thembeke Simamuse – 060 405 4125	Percy Mdala High School Khayaletu Community Hall Bongani Sports Field
	<b>Emergency Services in the Ward (or in close proximity of the ward)</b>  Khayaletu Clinic

**WARD 7: IDP ISSUES RAISED BY COMMUNITY**

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
<b>Basic Service Delivery</b>	<b>Water Provision</b>	Improving drinking water quality	Knysna	Technical Services
		Education programme for residents to be more water wise	Ward 7	Technical Services
		Availability of water for irrigation of sport field	Bongani	Technical Services Community Services
	<b>Sanitation</b>	Additional sanitation facilities through the Access to Basic Services programme	Bongani Dywadini Khayaletu Valley Edameni	Planning & Development
	<b>Waste Management</b>	Upgrading of the waste water treatment works	Knysna	Technical Services
		Placement of solid waste containers at strategic places	Ward 7	Community Services
		Education programme to promote recycling amongst households and schools	Ward 7	Community Services
		Implementation of wheelie bin system	Khayaletu	Community Services
	<b>Electricity Provision</b>	Repairing of street lights where required	Ward 7	Electro-technical Services
		Resuming of the suspended solar geyser project	Ward 7	Electro-technical Services
<b>Infrastructure Development</b>	<b>Water</b>	Putting up of communal water taps at the informal settlement	Dywadini Bongani Edameni Khayaletu Valley	Planning & Development Technical Services
		Upgrading of the water reticulation system to prevent the frequent interruption of water supply to households	Ward 7	Technical Services
		Mechanisms to be put in place to mitigate the risk for low lying households if the water reservoir overflows	Dinangwe	Technical Services
	<b>Electricity</b>	Electrification of informal settlements	Dywadini Khayaletu Valley Bongani Edameni	Electro-Technical Services
		Installation of high mast lighting	Khayaletu Valley Edameni Kanonkop	Electro-Technical Services
	<b>Roads</b>	Rehabilitation of existing streets	Ward 7	Technical Services
		Upgrading of gravel roads to a paved surface	Khayaletu Valley Bongani Edameni	Technical Services

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
			Kanonkop Dinangwe	
		Putting up of street names	Ward 7	Technical Services
		Speed calming mechanisms (speed humps)	Chungwa Street Ward 7	Technical Services
		Putting up of guardrails at high risk areas	Ward 7 Dinangwe	Technical Services
		Repairing of potholes in major streets	Ward 7	Technical Services
		Paving of sidewalks along strategic routes	Ward 7 Bongani	Technical Services
		Construction of a pedestrian bridge across the Khayaletu River	Khayaletu (next to clinic)	Technical Services
	Storm Water	Upgrading of storm water network	Ward 7	Technical Services
		Subsoil drainage system around the houses	Khayaletu Valley Bongani	Technical Services
		Clearing of storm water channel	Khayaletu Valley	Technical Services
Integrated Human Settlements	Housing Delivery	Low cost housing development	Edameni Dywadini Bongani Khayaletu Valley	Integrated Human Settlements
		Rectification of subsidized houses including the bungalows	Ward 7	Integrated Human Settlements
		Putting up of retaining walls at high risk areas with gabion formations instead of blocks	Ward 7	Integrated Human Settlements
		Accelerate the processing of title deeds to the owners of houses	Ward 7	Integrated Human Settlements
Economic Development	Investment Promotion	Planning of a business node in the Northern Areas in the SDF	Ward 7	Planning & Development
	Enterprise Development	Facilitate enterprise development programmes for emerging entrepreneurs	Ward 7	Planning & Development
		Facilitate access to economic opportunities for women & youth	Ward 7	Planning & Development
		Business management training course for taxi operators	Ward 7	Planning & Development
	Informal Trading	Establish clearly demarcated trading spaces for informal traders	Ward 7	Planning & Development
	Tourism	Assistance to entrepreneurs to establish a township B&B	Khayaletu	Planning & Development
		Transformation of the tourism industry	Ward 7	Planning & Development
	Job Creation	Identifying opportunities for job creation	Ward 7	Planning & Development

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
Social Development	Health & Welfare	Upgrading of existing clinic to a 24 hour health facility	Ward 7	Community Services
		Establishment of a service centre for the elderly	Ward 7	Community Services
		Facilitate poverty alleviation programmes	Ward 7	Community Services
		Implementation of activity programmes for people living with disabilities	Ward 7	Community Services
		Implementation of a food & nutrition project for vulnerable people	Ward 7	Community Services
		Employment of home based carers for terminally ill patients	Ward 7	Community Services
		Facilitating a support network for people living with HIV/Aids as well as their families	Ward 7	Community Services
	Youth Development	Skills development programme for youth and women	Ward 7	Community Services
Skills Development	Internships & Learnerships	Facilitate the implementation of accredited skills development programmes	Knysna	Planning & Development
	Education	Implementation of Adult Education & Training (ABET) programme	Ward 7	Community Services
		Skills development programme for people living with disabilities	Ward 7	Community Services
		Establishment of and Early Childhood Development Centre	Dinangwe	Community Services
		Establishment of a primary school	Dinangwe	Community Services
Community Safety	Community Safety Facilities	Establishment of a satellite fire station	Khayaletu	Community Services
		Establishment of a satellite police station	Khayaletu	Community Services
		Establishment of a functional Disaster Management Centre	Ward 7	Community Services
	Personal Safety	Training of fire & rescue volunteers in the community as part of a skills development programme	Ward 7	Community Services
		Intensified anti-drug abuse campaign	Khayaletu	Community Services
	Community Safety Partnerships & Programmes	Facilitate a recruitment drive of volunteers for a neighbourhood watch	Khayaletu	Community Services
		Ensure adequate resources for Community Police Forums & Neighbourhood watches	Ward 7	Community Services
Sport & Recreation	Facilities	Upgrading of existing sports field	Bongani	Community Services

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		Rolling out of sport development programmes in different sport codes	Ward 7	Community Services
		Conversion of existing community hall into a multi-purpose centre	Khayaalethu	Community Services
		Establishment of a community hall	Dinanagwe	Community Services
		Upgrading of the existing library	Khayaalethu	Community Services
		Upgrading & fencing of the existing play park	Khayaalethu Hall	Community Services
		Establishment of fenced play parks	Edameni Kanonkop	Community Services
		Hosting of a municipal sport festival on youth day (sport & music festival)	Knysna	Community Services
		Facilitating a sport summit with all relevant stakeholders	Khayaalethu	Community Services

# SWOT ANALYSIS WARD 7

- Ward committee works as a team
- Ward councillor has strong leadership skills
- High school within the ward
- Access to well-resourced primary health care facility
- Access to a well-resourced community hall
- Mostly densely populated ward in the municipality
- 70% of ward is developed with residents having access to basic services
- Clinic
- Library

## S

STRENGTHS

- Roads are very narrow and in a poor condition, e.g. unpaved
- Inadequate communication between municipality and the residents
- Poor sewer connections
- High youth unemployment rate which contributes to the relatively high crime rate
- Inadequate health care facilities with sub-standard service delivery experienced at local clinic
- Bulk infrastructure is inadequate
- Lack of facilities for the aged
- Lack of play parks
- Securing sustainable water resources
- Lack of land for development and small scale farming
- Conversion of hall into Multi-Purpose Centre
- Sports field
- Electrification and sanitation of informal settlements
- Lack of police station and fire station

## W

WEAKNESSES

- Leaderships and bursaries for the youth
- Skills development opportunities for the youth
- Community garden
- Training for ward committee members to make them more informed
- Better business opportunities
- Thusong mobile for the area
- Establishment of a community shopping centre
- Entrepreneurship training & development in community hall
- Conservation
- Subdivision of erven

## O

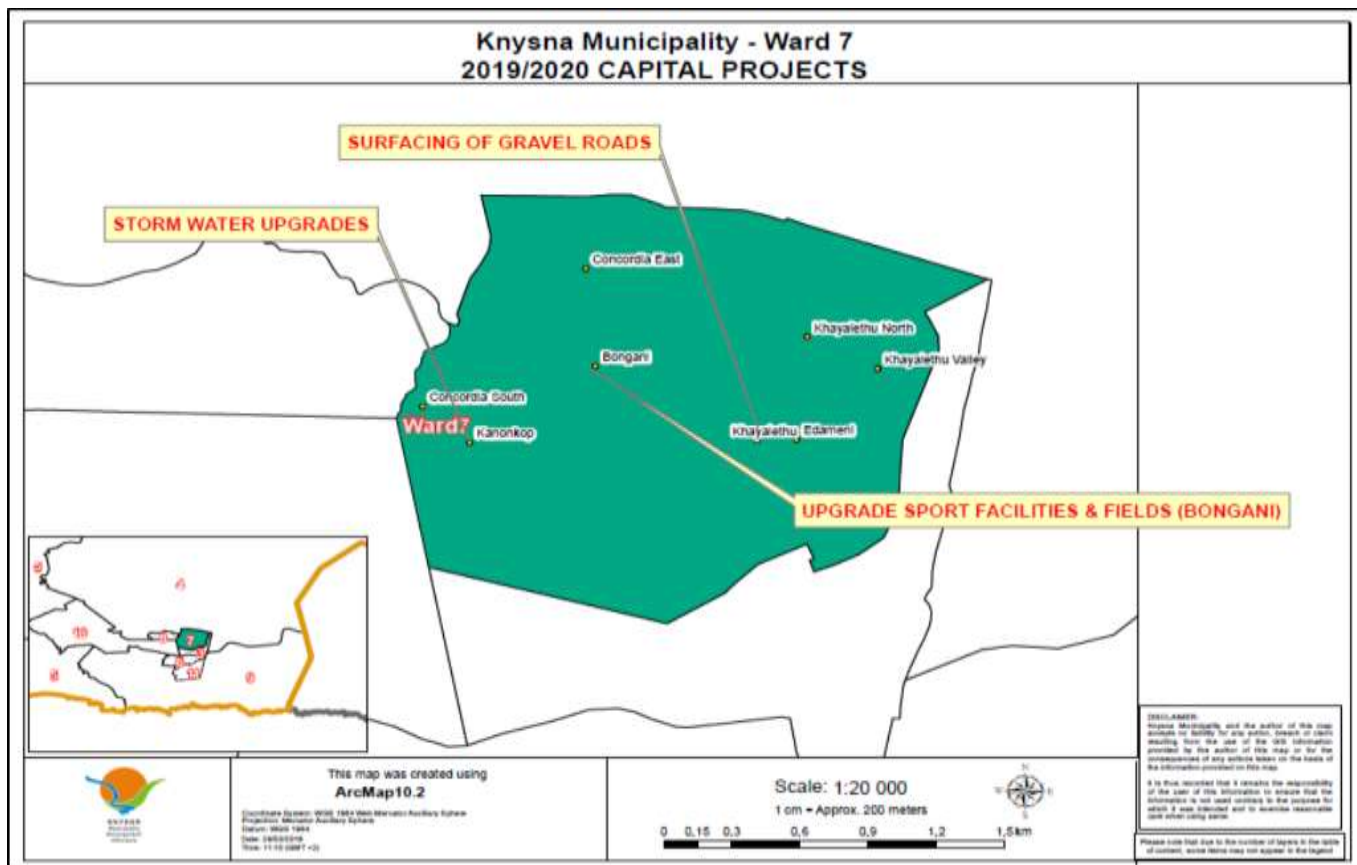
OPPORTUNITIES

- Inadequate land availability for housing and infrastructure development
- Absence of a satellite police and fire station
- High mast lighting is required in some dark areas
- High rate of poverty and unemployment
- Alien vegetation
- Storm water
- Rectification of houses
- Lack of subsoil drainage system
- Illegal dumping

## T

THREATS





WARD 8	
Ward Councillor – Thando Matika	2019/2020 top 5 ward priorities
 <p><b>Ward Composition:</b> Concordia, Jood se Kamp</p>	1. Establishment of a sports field
	2. Electrification of informal settlements
	3. Upgrading/paving of roads
	4. Installation of CCTV cameras
	5. Rectification of old RDP houses
Ward Committee Members	Recreational Facilities in the ward
<p>McDonald Bikawuri – 073 714 1687 / 060 474 2758  Siphiwo Pinyana – 073 507 6659  Thobani Magadaza – 083 566 0750  Nomfundu Jepe – 065 559 8529  Zenzile Mfanekiso – 083 966 8187  Simon Webile – 079 229 5347  Khayaletu Thobani – 078 045 2950  Zingisile Nogabe – 078 946 8795  Nozuko Kamení – 073 143 0065  Marillize Swartz – 074 287 5338</p>	<p>Concordia High School  Concordia Primary School  Masifunde Library  Concordia Day Clinic</p>
	<p><b>Emergency Services in the Ward (or in close proximity of the ward)</b></p> <p>Masifunde Fire Station</p>

**WARD 8: IDP ISSUES RAISED BY COMMUNITY**

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
<b>Basic Service Delivery</b>	<b>Water Provision</b>	Improve quality of drinking water	Ward 8	Technical Services
		Adequate and sustainable provision of water	Ward 8	Technical Services
		Effective communication with residents in the event of water interruptions	Ward 8	Communications
	<b>Waste Management</b>	Implementation of an effective solid waste recycling programme	Ward 8	Community Services
		Education programme to promote recycling amongst households	Ward 8	Community Services
		Putting up of solid waste containers at strategic places	Ward 8	Community Services
	<b>Electricity Provision</b>	Resuming of the suspended solar geyser project	Ward 8	Electro-technical Services
<b>Infrastructure Development</b>	<b>Sanitation</b>	Upgrading of bulk infrastructure	Ward 8	Technical Services
		Installation of adequate sanitation facilities in informal areas	Mvuleni	Technical Services
	<b>Electricity</b>	Electrification of informal areas	Endlowini	Electro-technical Services
			Ezweni	
			Rosemore	
			Ethembeni	
	<b>Storm Water</b>	Installation of high mast lighting	Concordia South	Electro-technical Services
			Kanonkop	
	<b>Roads</b>	Upgrading and tarring of road	Rosemore	Electro-technical Services
			Ward 8	
			Balie Str	
	<b>Roads</b>	Upgrading and tarring of road	Setosha Str	Technical Services
			Jood se Kamp	
			Concordia Road	
	<b>Roads</b>	Repairing of potholes in streets	Thubatsi Str	Technical Services
			Ward 8	
	<b>Roads</b>	Repairing of potholes in streets	Esitosha Street	Technical Services
			Ward 8	

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		Maintenance of gravel roads	Ward 8	Technical Services
		Putting up of guard rails	Ward 8	Technical Services
		Construction of a foot path for residents to provide easier access to the main road	Concordia & Mvuleni	Technical Services
		Widening and stabilising of road corners	Concordia & Mvuleni	Technical Services
		Putting up of shelters at taxi pick-up points	Ward 8	Technical Services
		Establishment of a pedestrian crossing from Concordia South to Concordia road	Ward 8	
Integrated Human Settlements	Housing Delivery	Optimizing the economic footprint of housing development	Ward 8	Integrated Human Settlements
		Explore alternative options for human settlements	Ward 8	Integrated Human Settlements
		Acquisition of land for future mixed residential development	Ward 8	Integrated Human Settlements
		Construction of retaining walls	Ward 8	Integrated Human Settlements
Economic Development	Investment Promotion	Facilitating a support programme for emerging farmers	Ward 8	Planning & Development
		Allocation of adequate grazing land for live stock	Ward 8	Planning & Development
	Enterprise Development	Efficient implementation of ward based projects	Ward 8	Planning & Development
		Facilitating access to economic opportunities for local small contractors	Ward 8	Planning & Development
		Assistance with the establishment of a whole sale warehouse to supply spaza shops and other shops	Ward 8	Planning & Development
		Implementation of market related skills development programme	Ward 8	Planning & Development

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
	<b>Tourism</b>	Facilitating a training programme focusing on potential opportunities in the tourism industry	Ward 8	Planning & Development
	<b>Job Creation</b>	Establishment of a help desk for emerging entrepreneurs at Library Business Corner	Ward 8	Planning & Development
		Implementation of clean-up programmes to facilitate job creation	Ward 8	Community Services
<b>Social Development</b>	<b>Health &amp; Welfare</b>	Establishment of a functional HIV/Aids action group	Ward 8	Community Services
		Establishment of a safe house for battered and abused women	Ward 8	Community Services
	<b>Youth Development</b>	Basic computer literacy training for local youth	Ward 8	Community Services
		Encouraging youth development through providing the youth with access to internships and learnerships	Ward 8	Corporate Services Community Services
<b>Skills Development</b>	<b>Education</b>	Facilitation of education opportunities for youth and adults	Ward 8	Corporate Services
<b>Community Safety</b>	<b>Community Safety Facilities</b>	Establishment of a satellite police station	Ward 8	Community Services
	<b>Personal Safety</b>	Effective mechanisms to ensure the safety of children commuting and walking to schools	Ward 8	Community Services
<b>Sport &amp; Recreation</b>	<b>Facilities</b>	Establishment of a multi-purpose community hall	Concordia	Community Services
		Establishment of a sports field	Jood se Kamp	Community Services
		Establishment and fencing of play parks	Ward 8	Community Services
		Implementation of sport development programmes in different sport codes	Ward 8	Community Services

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		Establishment of a club houses, changing room and boxing room at sports field	Jood se Kamp Concordia	Community Services
		Establishment of high mast lighting at the sports field	Jood se Kamp Concordia	Community Services
		Provision of education opportunities	Ward 8	Community Services

## SWOT ANALYSIS WARD 8

- 2 libraries
- 2 primary schools and 1 high school
- Access to brand new day hospital
- Access to a well-resourced youth centre
- Centrally located fire station with a 360-degree view
- Good delivery of low cost housing projects
- 5 ECD centres
- Old age home
- Adequate street lighting

- Unprotected fauna and flora
- Road infrastructure needs urgent attention
- No play park facilities
- High unemployment rate
- Lack of sport and ablution facilities
- Inadequate land availability for emerging farmers
- Current venue for ABET classes is inadequate
- Frequent water interruptions due to aged infrastructure
- Lack of business skills and development opportunities
- Poor quality of paving and lack of proper sidewalks
- Streams running between informal settlements

- Skills development
- Recreational node
- Public transport for children and the aged
- Waiting zone for taxi's
- Establishment of community food gardens
- Establishment of satellite police station
- Upgrading of ECD centres as their space is currently limited
- Improved access for people with disabilities
- Establishment of a shopping mall in the Northern Areas

- High fuel prices
- Food security in terms of soup kitchens
- High crime rate
- Poor lighting in some areas
- Expensive public transport
- High rate of unemployment amongst the youth

**S**  
STRENGTHS

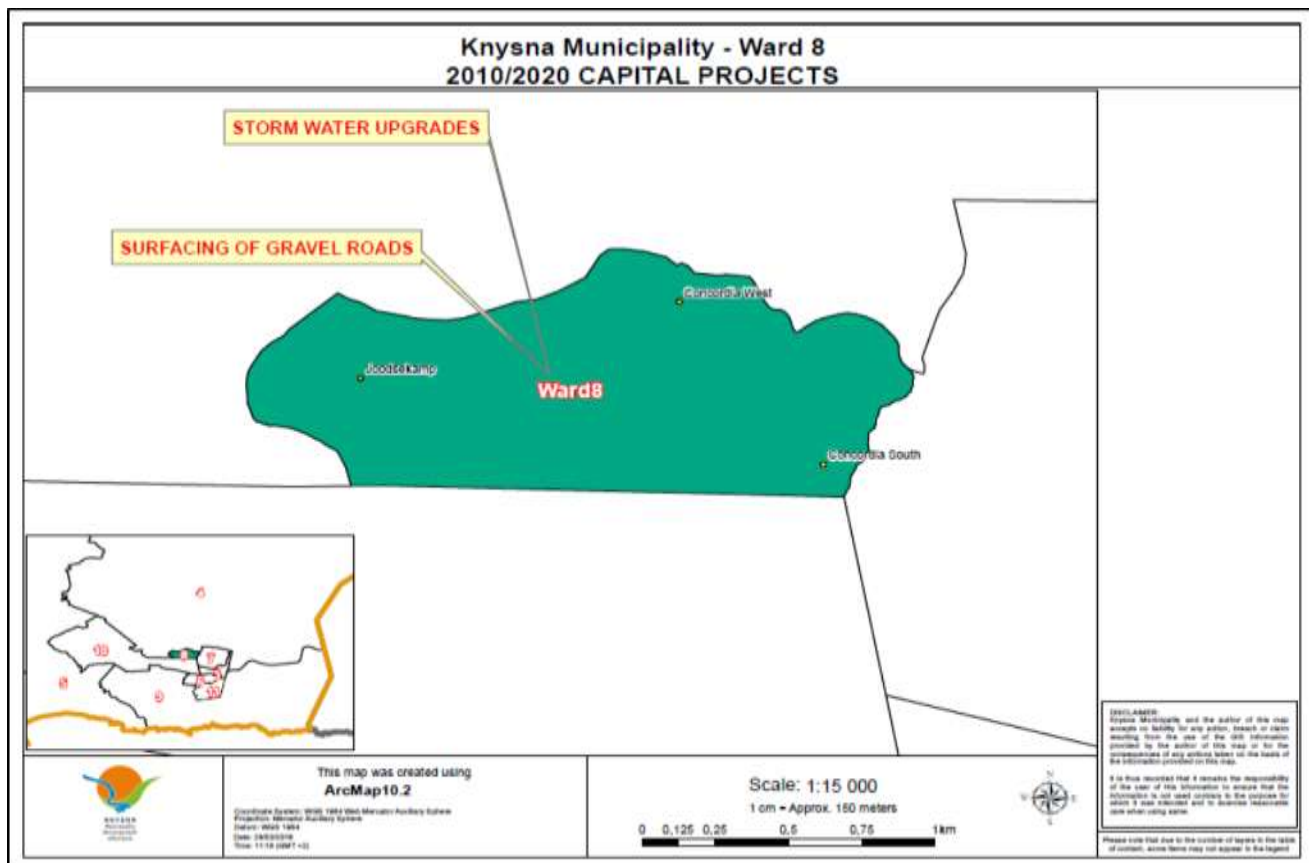
**W**  
WEAKNESSES

**O**  
OPPORTUNITIES

**T**  
THREATS







WARD 9	
Ward Councillor – Vacant	2019/2020 top 5 ward priorities
<p><b>Vacant</b></p> <p><b>Ward Composition:</b> Leisure Island, The Heads, Pezula, Knoetzie, Brakenhill</p>	1. Implementation of an effective management plan to prevent the pollution of the estuary
	2. Replacement of all obsolete water pipelines
	3. Re-design of N2/George Rex intersection to facilitate improved traffic flow
	4. Facilitation of basic municipal services
	5. Marketing Knysna as a tourism destination to promote investment
<p><b>Ward Committee Members</b></p> <p>Cobus Albrecht – 083 444 3385 David Stromberg – 073 887 9769 Samantha Lurie – 082 967 9658 / 044 382 0514 Christopher Gould – 083 394 0291 Richard Thorpe – 083 251 7792 Michiel Greyling – 082 799 1401 / 044 382 7153 Zylon Ruiters – 079 066 4892 Vivian Radlof – 071 847 4686 Wendy Dewberry – 083 399 4143</p>	<p><b>Recreational Facilities in the ward</b></p> <p>Steenbok Park Bollard Bay Leisure Island Library The Heads Coney Glen Beach Cearn Hall Loerie Park Sports Field</p>
	<p><b>Emergency Services in the Ward (or in close proximity of the ward)</b></p> <p>Knysna Life Private Hospital</p>

**WARD 9: IDP ISSUES RAISED BY COMMUNITY**

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
Basic Service Delivery	Water Provision	Sustainable water resource management especially during the peak holiday season	Knysna	Technical Services
		Replacement of all obsolete water pipelines at The Heads	The Heads	Technical Services
	Sanitation	Sanitation facilities for Brackenhill residents	Brackenhill	Technical Services
		Rebuilding of public toilets by removal of roof and building new 2 <sup>nd</sup> story male and female toilets to allow easy access from the turning bay on Old Waggon Road	Noetzie	Technical Services
		Conversion of toilet system into conservation tanks that are honey sucked regularly	Noetzie	Technical Services
	Waste Management	Awareness campaign for recycling of solid waste	Ward 9	Community Services
		Provision of monkey proof bins	Noetzie	Community Services
		New bulk waste cage that can accommodate a minimum of 4 normal municipal wheelie bins	Noetzie	Community Services
		Creating a system that will allow consistent refuse collection for the area	Noetzie	Community Services
	Electricity Provision	Regular repairing of broken/damaged street lights	Ward 9	Electro-technical Services
		Gradually replacing street lights with energy saving light bulbs	Ward 9	Electro-technical Services
		Provision of electricity for Brackenhill residents	Brackenhill	Electro-technical Services
		Resuming of the suspended solar geyser project	Brackenhill	Electro-technical Services
		Provision for prepaid meters for electricity	Springveld	Electro-technical Services
Infrastructure Development	Water	Replacement of all obsolete water pipelines	Ward 9	Technical Services
		Put all systems in place to obtain Blue Drop Status for Knysna Water Treatment Plant	Ward 9	Technical Services
	Sewerage	Improve the capacity of the sewerage network	Ward 9	Technical Services
		Upgrading and improving the capacity of the waste water treatment works	Ward 9	Technical Services
		Put all the systems in place to obtain Green Drop Status for the Knysna WWTW's	Ward 9	Technical Services
	Electricity	Upgrading the capacity of the electricity supply network	The Heads	Electro-technical Services

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		Installation of electricity connection points for informal traders at Leisure Island	Leisure Island	Electro-technical Services
		Replacement of overloaded transformers	The Heads	Electro-technical Services
	Roads	Re-design of George Rex/ N2 intersection to facilitate improved traffic flow	George Rex Drive	Technical Services
		Upgrading and regular maintenance of streets	George Rex Drive	Technical Services
		Upgrading and regular maintenance of streets (Kingsway, Hart road)	Leisure Isle	Technical Services
		Upgrading and regular maintenance of streets (Hunter's Village)	Hunters Home	Technical Services
		Upgrading and regular maintenance of streets (Marlin, Wilson Drive)	Leisure Isle Hunters Home	Technical Services
		Extension of the timber walk way along George Rex Drive to the Heads	George Rex Drive	Planning & Development
		Upgrading and resurfacing of streets (Howard, Hope Street)	Leisure Isle Hunters Home	Technical Services
		Upgrading and resurfacing of streets (Armstrong Street, Cearn drive)	Leisure Isle	Technical Services
		Upgrading and resurfacing of the access road to Leisure Isle	Leisure Isle	Technical Services
		Upgrading and resurfacing of streets (Woodburne, Bay Water and Links)	Leisure Isle	Technical Services
		Upgrading and resurfacing of Causeway	Leisure Isle	Technical Services
		Regular maintenance of gravel roads (Garden Crescent)	Knysna	Technical Services
		Upgrading and resurfacing of Oupad (Upper Oupad), Piquita, Benn, Eagles way and Emu Crescent	The Heads	Technical Services
		Upgrading and resurfacing of the last section of George Rex leading from the traffic circle to East Head Café	George Rex	Technical Services
		Resurfacing and widening of Coney Glen Drive and adding of pavement to protect pedestrians	Coney Glen Drive	Technical Services
		Speed calming mechanisms (speed humps) at George Ave, Cearn Drive & Hart Road	Leisure Isle	Technical Services
		Provision of road barriers on dangerous points	Knysna	Technical Services
		Provision of additional parking facilities and controlled access of large vehicles	The Heads	Technical Services
		Upgrading and paving of top 140 meters of Upper Oupad due to constant wet conditions caused by a nearby spring	Upper Oupad Road, The Heads	Technical Services
		Upgrading of access roads to Brackenhill	Brackenhill	Technical Services
		Re-tarring and remarking of parking area	Noetzie	Technical Services
		Paving of first half kilometre from N2 on Noetzie road through Hlalani	Noetzie	Technical Services

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		New speed limit signage on full length of Noetzie Road	Noetzie	Technical Services
		Better road maintenance on Noetzie Road	Noetzie	Technical Services
		Opening of access road linking Vigilance Drive to N2 via Old Place	Vigilance Drive Old Place	Technical Services
		Opening of Hunters Home link road	Hunters Home	Technical Services
	Storm Water	Upgrading of storm water network (Cathy Park, Corral Isle)	Cathy Park, Corral Isle	Technical Services
	Internet Connectivity	Optic fibre infrastructure to roll out a comprehensive broadband strategy	Knysna	Planning & Development
Integrated Human Settlements	Housing Delivery	Housing Development programme for rural communities and Forestry Villages	Brackenhill	Integrated Human Settlements
		Facilitating home ownership to occupants of houses	Brackenhill	Integrated Human Settlements
		Conducting a feasibility study on proposed strategic residential & commercial development	Ward 9	Integrated Human Settlements
	Land Availability	Unlocking of Kruisfontein land for mixed residential development	Kruisfontein	Corporate Services
Environmental Management	Conservation	Clearing of alien vegetation	Ward 9	Community Services
		Repairing of the sea wall at Leisure Isle	Leisure Isle	Technical Services
		Greening & beautification project (planting of memorial trees)	Ward 9	Community Services
		Regular clean-up projects in town to promote tourism	Knysna	Community Services
		New environmental signage	Noetzie	Community Services
		Upgrading of public view sites, Coney Glen and Parking area facilities to ensure safety	Coney Glen	Community Services
	Air Quality Management	Implementation of programmes to improve air quality in GKMA	Ward 9	Planning & Development
		Implementation of an effective management plan to prevent the pollution of the estuary	Knysna	Planning & Development
Economic Development	Investment Promotion	Marketing Knysna as a tourism destination to promote investment	Ward 9	Planning & Development
		Re-establishment of the Knysna Business Chamber	Knysna	Planning & Development
		Establishment of an economic development forum	Knysna	Planning & Development
	Enterprise Development	Technical and financial assistance for emerging entrepreneurs	Ward 9	Planning & Development
	Informal Trading	Developing an incentive programme for traders to keep their trading spaces in a tidy condition	Ward 9	Planning & Development

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
	Tourism	Intensified marketing strategy to market Knysna as a tourist destination	Ward 9	Planning & Development
		Accredited training programmes for tour guides	Ward 9	Planning & Development
		Facilitate transformation in the tourism industry	Ward 9	Planning & Development
	Job Creation	Expand the implementation of the CWP and EPWP programmes to facilitate job creation in Forestry Villages	Brackenhill	Planning & Development
		Stimulate the local economy for businesses to facilitate sustainable job opportunities	Ward 9	Planning & Development
		Regular clean up campaigns to stimulate job creation in local areas	Ward 9	Community Services
Social Development	Health & Welfare	Improvement of health care services rendered by the mobile clinics	Brackenhill	Community Services
		Continued financial assistance for animal welfare	Ward 9	Community Services
	Youth Development	Improved access to internet facilities for the youth	Ward 9	Planning & Development
		Implementation of effective programmes & projects to stimulate youth development	Knysna	Community Services
Skills Development	Internships & Learnerships	Facilitate market related skills development programmes	Knysna	Community Services
Community Safety	Community Safety Facilities	Establishment of a functional Disaster Management Centre	Ward 9	Community Services
	Residential Safety	Effective management plan to keep baboons out of residential areas	Ward 9	Community Services
		Installation of CCTV cameras at The Heads	The Heads	Community Services
		Erection of Armco barrier at bottom of concrete strip to beach and warning signs of the 3m drop off from the end of the concrete.	Noetzie	Community Services Technical Services
	Community Safety Partnerships & Programmes	Partnership with the SAPS to establish functional neighbourhood watches	Ward 9	Community Services
		Ensure adequate resources for Community Police Forums, Neighbourhood & farm watches	Ward 9	Community Services
Sport & Recreation	Facilities	Upgrading of public recreational facilities (Green Hole, The Heads swimming area)	Green hole The Heads	Community Services
		Expansion of the facilities at Loerie Park (Indoor swimming pool & gym)	Loerie Park	Community Services
		Establishment of a synthetic athletics track	Loerie Park	Community Services
		Re-furbishing of the netball & tennis courts	Loerie Park	Community Services



Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		Implementation of sport development programmes for all sport codes	Ward 9	Community Services
		Putting up of additional playing equipment at existing play park	Cathy Park	Community Services
		Demarcation of children friendly area where no use of alcohol is allowed	Cathy Park	Community Services
		Restriction of vehicles to the picnic area at Cathy Park	Cathy Park	Community Services
		Upgrading of the braai facilities and lapa's and installation of additional lighting at Cathy Park	Cathy Park	Community Services
		Establishment of a recreational park across the road of the Scout Hall	Ward 9	Community Services
		Rebuilding of steps next to public toilet	Noetzie	Technical Services Community Services
		Improved access signage to facilities	Noetzie	Community Services

# SWOT ANALYSIS WARD 9

- Effective ward councillor with good leadership abilities
- Good understanding and appreciation of challenges facing government
- Many jewels natural beauty, forest, lagoon etc.
- Established cultural identity e.g. literary festivals, crafts etc.
- Local knowledge of indigenous plants and medicines
- Availability of skills of retired residents - Grey Power
- Lots of skilled timber artisans, ex Thesens employees
- Excellent primary school
- Good community structures - soup kitchens, crèches and neighbourhood watches
- Location - The Heads, Leisure Island
- Commitment from council and councillor
- Tourism Product
- Vibrant Youth Council
- Social Cohesion - well established Foreign Residents

- Many absentee property owners
- Poor/low levels of civic involvement
- Town looks and feels like it's in decline, e.g. falling infrastructure (over capacitated)
- Baboon problems
- Limited capacity of SANParks management - lagoon policing and looking after resources that fall under their control
- Lack of law enforcement by SAPS which directly contributes to the high crime rate
- Absence of a movie house
- Non-harnessing of skills of retired community
- Limited business skills of business owners
- Fading brand and lost icons
- Unfriendly to people with disabilities
- Poorly trained and supervised public sector employees
- Poor storm water system
- Not enough low cost housing
- Badly built council houses
- No business premises
- Too few sports facilities, and facilities that are in place, are badly maintained sports facilities
- High unemployment rate
- Increasing number of vagrants
- Increase of pollution
- Lack of communication from municipality contributes to the lack of public participation
- Brackenhill still on privately owned land
- Condition of roads, water and sewerage
- Lack of investment into tourist requirements - combating crime, water capacity, road infrastructure
- Capacity and location of WWTW
- Lack of policing of alcohol abuse - use in public spaces
- Traffic congestion hospital bend
- Lack of integration
- Beautification of George Rex Drive
- Institutionalised Challenges
- Red Tape Reduction

- A lot of water frontage
- Railway infrastructure to link the region
- Regional marketing of Knysna as a place to live, play and work
- Our strong cultural identity and talents - crafts in particular
- Perfectly placed to develop as a sport destination - walking, cycling etc. by developing walking and cycling lanes
- Good festivals can grow and attract more visitors
- Possibility of tapping into nearby festivals e.g. KKNK and Grahamstown festival
- Archaeological findings in the Southern Cape
- Develop local indigenous plant/natural medicine knowledge
- Networking of community based organisations e.g. CPP's and POA's
- Optimal utilisation of unemployed timber artisans through the creation of business opportunities for them
- Making the deck at the Heads swimming and diving friendly will attract tourists and business opportunities
- Good potential for a craft and food market
- Tourism opportunities - home visits, craft tourism
- Tapping into Grey Power
- Establishment of CCTV Cameras
- Beautification of George Rex Drive

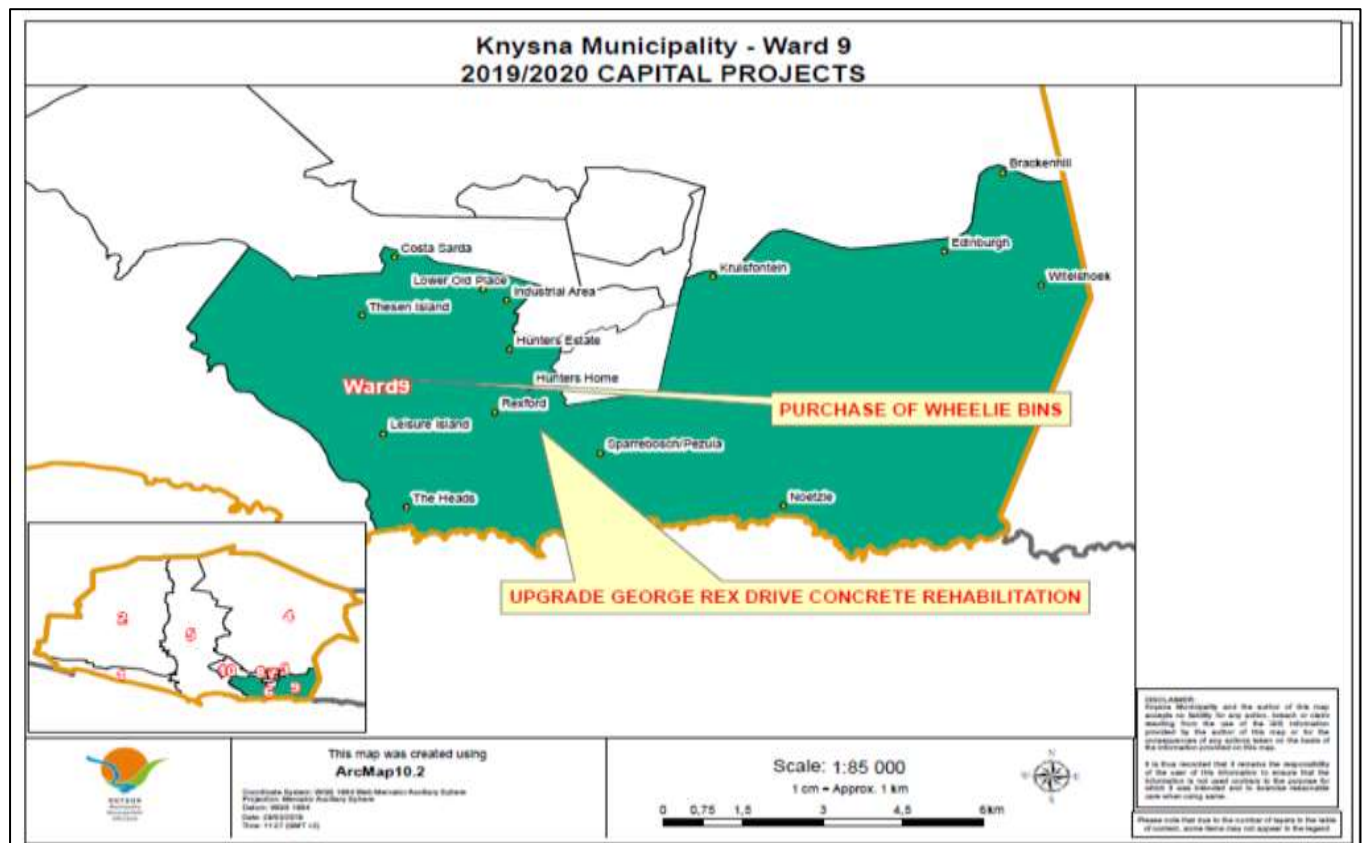
- Repairs and maintenance of established areas always competing or less important than needs of previously disadvantaged areas
- Effect of baboon problem on tourism and property prices
- Increasing crime rate
- Continuing increase of indigent people moving to Knysna
- Empty shops in the CBD affecting investment and tourism
- Political instability because the residents of Hornlee feel overlooked, may result in possible community protest action
- Declining income base relative to the increasing demand base for services
- Rate-payers tariff increases may force them to leave
- Traffic control in main road, mitigating risks that trucks bring
- Environmental Decay (upkeep & modernization)


**S**  
STRENGTHS

**W**  
WEAKNESSES

**O**  
OPPORTUNITIES

**T**  
THREATS



WARD 10	
Ward Councillor – Peter Myers	2019/2020 top 5 ward priorities
 <p><b>Ward Composition:</b> Knysna CBD, Welbedacht Paradise, Knysna Heights, Green Pastures, Heuwelkruin</p>	1. CBD Renewal – Implementation of Grey Street Pilot Project
	2. Development of a tourism strategy
	3. Facilitation of economic development initiatives to stimulate economic growth
	4. Improved public safety through the installation of CCTV Cameras at strategic places
	5. Development of a transportation management framework plan
Ward Committee Members	Recreational Facilities in the ward
<p>Lidy van Leent – 084 868 3479 Heinz Grossklaus – 071 576 8336 Sienna van Schoor – 082 894 6659 Raschelle Smith – 082 854 6132 Neil Lurie – 082 553 3999 Kim Muller – 079 612 5784 Jacky du Toit (Wissink) – 079 915 3946 John Huxter – 082 455 6240 Gregory Barnes – 072 614 3919 Cary Carrol – 083 654 7304</p>	<p>Knysna Primary School Knysna High School Oakhill School Knysna Montessorri School Knysna Christian School Stepping Stones School Knysna High School Sports Fields Knysna Town Library Pledge Park Old Drift</p>
	<p><b>Emergency Services in the Ward (or in close proximity of the ward)</b></p> <p>Knysna Correctional Facility Knysna Town Clinic Knysna Provincial Hospital Knysna Police Station Knysna Fire Station</p>

**WARD 10: IDP ISSUES RAISED BY COMMUNITY**

Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
Basic Service Delivery	Water Provision	Implementation of an effective management system to minimize water losses	Knysna	Technical Services
		Improved water storage capacity to ensure sustainable supply of water especially during the dry season	Knysna	Technical Services
		Installation of an efficient desalination plant in Knysna	Knysna	Technical Services
		Re-cycling of waste water for irrigation and other non-consumption purposes	Knysna	Technical services
	Sanitation	Renovation of public restrooms & ablution facilities at taxi rank	CBD	Technical Services
		Upgrading of Waste Water Treatment Works	Knysna	Technical Services
	Waste Management	Programme to encourage recycling at source amongst households	Knysna	Community Services
		Placement of recycling containers in the CBD	Knysna	
		Upgrading of existing Waste Transfer Station	Knysna	Community Services
		Exploring sustainable waste-to-energy initiatives	Knysna	Community Services
		Exploring of the possibility of a less expensive waste removal system other than transporting it to Mossel Bay	Knysna	Community Services
	Electricity Provision	Installation of additional street lighting	Waterfront Drive Grey Street	Electro-technical Services
		Upgrading of the electricity distribution network	Knysna	Electro-technical Services
		Exploring alternative sustainable energy sources (Bio-gas, solar, wind, tidal surges, etc.)	Knysna	Electro-technical Services
		Installation of pre-paid electricity meters for all households	Knysna	Financial Services
		Grid Tie Solar Electricity	Knysna	Electro-technical Services
Infrastructure Development	Roads	Maintaining safe & secure roads (potholes, speed humps & regular road upgrading)	Ward 10 Meubel Road	Technical Services
		Re-routing of main road traffic to waterfront drive	Ward 10	Technical Services
		Speed calming mechanisms (speed humps) at strategic roads	Ward 10	Technical Services
		Paving of sidewalks along strategic routes	Welbedacht Road	Technical Services
		Upgrading of the bridge at the bottom of Queen street	Ward 10	Technical Services



Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
		Development of a transport management framework plan	Knysna CBD	Technical Services
		Establishment of additional public parking facilities	Knysna CBD	Technical Services
		Traffic circles at both ends of Waterfront Drive as well as Thesen Island turn off	Ward 10	Technical Services
		Pedestrian bridge at Provincial Hospital	Knysna CB	Technical Services
	Storm Water	Maintenance and regular cleaning of the storm water network	Ward 10	Technical Services
		Effective Storm Water management to prevent the pollution of the estuary	Knysna	Technical Services
		Installation of oil/litter traps at strategic places in the storm water network	Knysna	Technical Services
		Programme to educate communities regarding effective storm water management	Knysna	Technical Services
		Construction of storm water culverts at Gordon Street	Ward 10	Technical Services
		Repairing of damaged storm water culverts in the CBD	Ward 10	Technical Services
Economic Development	Investment Promotion	Implementation of a CBD Revitalization project – Gray Street pilot project	Knysna CBD	Planning & Development
		Converting of Grey Street into a pedestrian walkway	Knysna CBD	Planning & development
		Conducting a business climate survey	Knysna	Planning & Development
		Diversification of the local economy which encourages industrial development	Knysna	Planning & development
		Exploring of catalyst economic development initiatives to stimulate economic growth	Knysna	Planning & Development
		Implementation of a long term development strategy for Knysna	Knysna	Planning & Development
	Enterprise Development	Intensify the buy-local campaign when procuring material and labour for residential and commercial development	Knysna	Planning & Development
		Implementation of a business retention & expansion strategy	Knysna	Planning & Development
	Informal Trading	Effective management system for informal trading areas	Knysna	Planning & Development
		Utilizing the dormant Transnet buildings at the former Knysna Station to relocate the African Craft Market from their current location at George Rex Drive	Knysna	Planning & Development



Strategic Focus Area	Development Objective	Issues Raised	Requested Area	Relevant Directorate
	<b>Tourism</b>	Development of a tourism strategy	Ward 10	Planning & Development
		Upgrading of tourism infrastructure	Knysna	Community Services
		Improved information signage for tourism purposes	Ward 10	Community Services
		Utilizing the social capital amongst the stakeholders in Knysna for the improvement of the community	Knysna	Corporate Services
<b>Social Development</b>	<b>Health &amp; Welfare</b>	Establishment of a shelter for homeless people	Knysna	Community Services
		Accessibility for people with disabilities to all municipal buildings	Knysna	Corporate Services
<b>Skills Development</b>	<b>Education</b>	Implementation of market related skills development programmes	Ward 10	Planning & Development
		Placement of skilled persons in job opportunities	Ward 10	Corporate Services
		Establishment of a higher education facility	Knysna	Community Services
<b>Community Safety</b>	<b>Residential Safety</b>	Effective law enforcement to minimise littering & loitering in town	CBD	Community Services
		Effective law enforcement in respect of car guards & parking attendants	Knysna	Community Services
		Ensuring that all municipal buildings are accessible for people with disabilities	Knysna	Community Services
		Installation of CCTV cameras at strategic places in town	Knysna	Community Services
	<b>Community Safety Partnerships &amp; Programmes</b>	Programme to promote the town as a safe & secure environment for tourists	Knysna	Community Services
<b>Sport &amp; Recreation</b>	<b>Facilities</b>	Establishment of a multi-purpose event facility for performing arts	Ward 10	Community Services
		Programme to utilize sport & recreation as an effective vehicle for social cohesion	Knysna	Community Services
		Facilitating a sport summit to determine the priorities for upgrading of existing sport facilities and the establishment of new facilities	Ward 10	Community Services
		Establishment of Open Air gym facilities	Ward 10	Community Services
		Placement of benches at view sites and the lagoon walkway	Ward 10	Community Services

# SWOT ANALYSIS WARD 10

- Well established hospitality industries
- World renowned cultural festivals
- Retail and distribution trade
- Affordable properties for the middle income market
- Strong focus on tourism
- Pledge Nature Reserve
- Public amenities - halls for events and church halls
- Excellent schools
- Good Mediterranean climate for majority of the year
- Excellent sport facilities and tournaments
- Many tourists visiting the town and surrounds
- Lagoon

- Implementation of projects
- Co-ordination of work groups
- Disjuncture between CBD residential area and industrial area
- Survivalist implementation for SMME's in the industrial area
- Productivity and lack of work ethic of municipal employees
- Limited investment into the Pledge Nature Reserve
- Roads
- Ageing infrastructure in general
- Too many retail areas
- Businesses in main road do not contribute to tax base (not owners but tenants) and are not local tenants, should be the heart-beat of our town

- Utilization of retired professionals - Grey Power
- Establishment of a Multi-Purpose Centre
- Optimal utilization and marketing of the Pledge Nature Reserve
- Re-direction of traffic flow through Waterfront Drive
- Better working relationship with SANParks relating to the lagoon
- Tourists returning more than once or for consecutive days

- High cost of rates and taxes, electricity and water tariffs
- Ineffective management of the baboon problem
- Invasive vegetation including private gardens
- Absence of a shelter for the homeless
- Impact of the economic downturn on existing businesses
- Rising property prices with no benefit. No rental properties
- Lagoon and river pollution
- Houses being built without supporting bulk infrastructure - disaster
- Houses built but no jobs to support all house owners
- Limited water resources

## S

STRENGTHS

## W

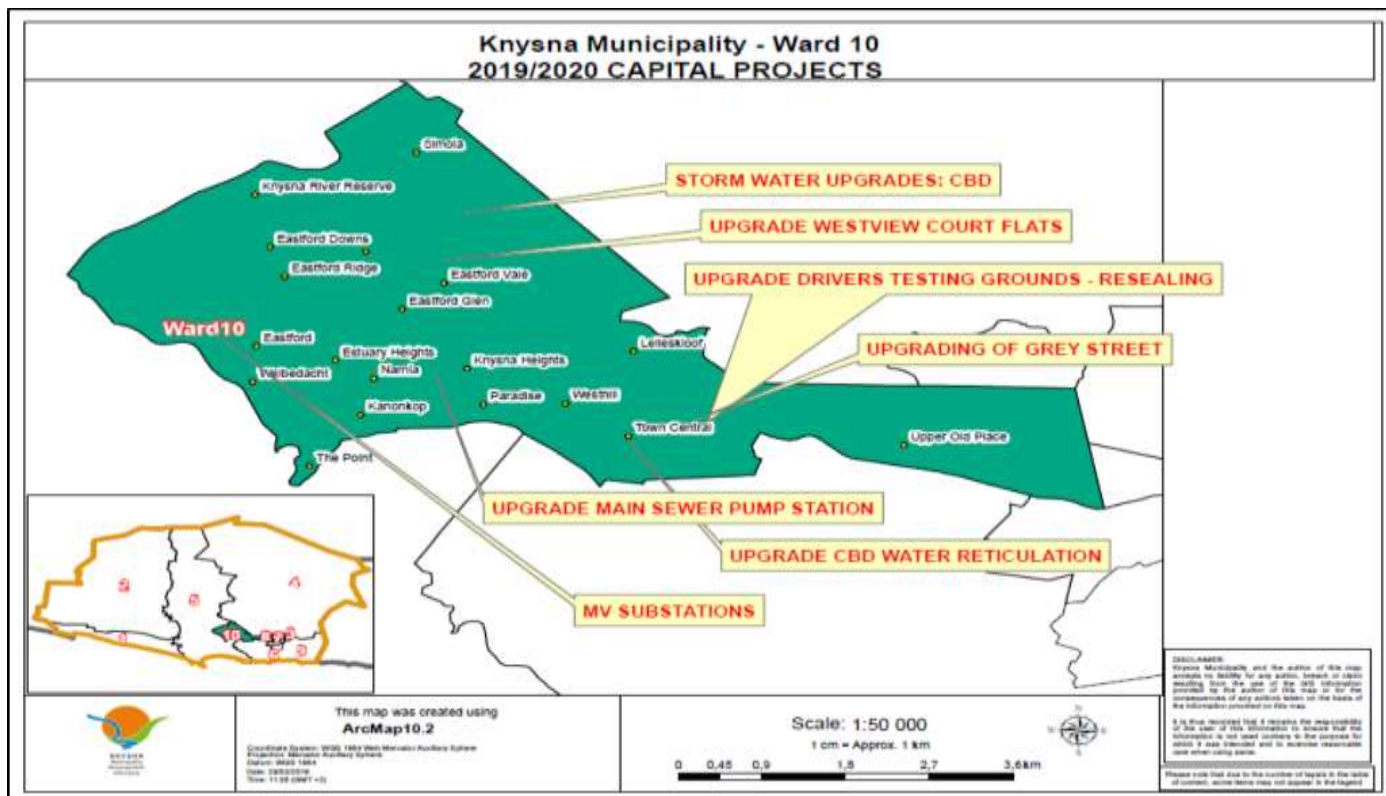
WEAKNESSES


## O

OPPORTUNITIES

## T

THREATS



WARD 11	
Ward Councillor – Lorraine Opperman	2019/2020 top 5 ward priorities
 <p><b>Ward Composition:</b> Hornlee East</p>	1. Establishment of a multi-purpose community hall
	2. Accelerated implementation of low cost housing projects
	3. Upgrading of streets and regular fixing of potholes in streets
	4. Establishing a proper storm water network
	5. Putting up of guardrails on high risk corners
Ward Committee Members	Recreational Facilities in the ward
Rodney Baadjies – 071 402 7153 / 044 382 3027 Bazil Witbooi – 072 018 0590 Maria Wabani – 072 583 7432 Michelle Stander – 078 009 0132 Edna Oktober – 060 313 5208 / 065 702 6181 Lucinda Bondt – 072 035 4612 Kim Bruinders – 072 967 6882 Wallace Gallant – 079 770 4001	Sunridge Primary School
	<b>Emergency Services in the Ward (or in close proximity of the ward)</b>

**WARD 11: IDP ISSUES RAISED BY COMMUNITY**

Strategic Focus Area	Development objective	Issues Raised	Requested Area	Relevant Directorate
<b>Basic Service Delivery</b>	<b>Water Provision</b>	Improve the quality of drinking water	Hornlee	Technical Services
	<b>Sanitation</b>	Upgrading and improving the capacity of the waste water treatment works	Knysna	Technical Services
		Inspection and rebuilding of inadequate storm water drains	Knysna	Technical Services
	<b>Waste Management</b>	Awareness campaign for recycling of solid waste	Ward 11	Community Services
	<b>Electricity Provision</b>	Regular repairing of broken/damaged street lights	Ward 11	Electro-technical Services
		Resuming of the suspended solar geyser project	Ward 11	Electro-technical Services
<b>Infrastructure Development</b>	<b>Water</b>	Securing of sustainable water resource management	Knysna	Technical Services
	<b>Storm water</b>	Establishing a proper storm water network	Ward 11	Technical Services
	<b>Electricity</b>	Installation of high mast lighting	Die Parkie	Electro-technical Services
	<b>Roads</b>	Upgrading of streets and regular fixing of potholes in streets	Pramide Street Stroebe Street School Street Swarthout Street Davidson Street	Technical Services
		Putting up of guardrails on dangerous corners	Alexander Street Taloessie Street Meersig Street Kalender Street Seeperdjie Street	Technical Services
		Putting up of proper street names	Ward 11	Technical Services
		Upgrading of walkway	Between Agter & Seeperdjie Street	Technical Services
<b>Integrated Human Settlements</b>	<b>Housing Delivery</b>	Low cost housing development	Ward 11	Integrated Human Settlements
		Building of bathrooms onto existing houses	Ward 11	Integrated Human Settlements
		Rectification of subsidized houses	Ward 11	Integrated Human Settlements
		Construction of retaining walls	Ward 11	Integrated Human Settlements
		Construction of ramps for the disabled	Ward 11	Integrated Human Settlements
<b>Economic Development</b>	<b>Investment Promotion</b>	Optimal utilization of the dormant taxi holding bay facility	Hornlee	Planning & Development
	<b>Enterprise Development</b>	Facilitate enterprise development programmes for emerging entrepreneurs	Ward 11	Planning & Development
	<b>Informal Trading</b>	Demarcated area for informal traders	Ward 11	Planning & Development

Strategic Focus Area	Development objective	Issues Raised	Requested Area	Relevant Directorate
	<b>Tourism</b>	Transformation of the tourism industry	Ward 11	Planning & Development
	<b>Job Creation</b>	Implementation of job creation initiatives	Ward 11	Planning & Development
<b>Social Development</b>	<b>Health &amp; Welfare</b>	Upgrading of existing clinic	Hornlee	Community Services
		Improvement of health care services (frequent doctors' visits)	Hornlee	Community Services
	<b>Youth Development</b>	Skills development programme for youth and women	Ward 11	Community Services
<b>Skills Development</b>	<b>Internships &amp; Learnerships</b>	Facilitate market related skills development programmes	Ward 11	Community Services
	<b>Education</b>	Establishment of a library	Ward 11	Community Services
<b>Community Safety</b>	<b>Community Safety Facilities</b>	Establishment of a functional disaster management centre	Ward 11	Community Services
	<b>Personal Safety</b>	Effective law enforcement in respect of taxi owners	Ward 11	Community Services
	<b>Community Safety Partnerships &amp; Programmes</b>	Partnership with SAPS to establish functional structures for crime prevention	Ward 11	Community Services
<b>Sport &amp; Recreation</b>	<b>Facilities</b>	Establishment of a multi-purpose community hall	Ward 11	Community Services
		Upgrading of Die Parkie to a fully resourced recreational facility	Hornlee	Community Services
		Implementation of sport development programmes for all sport codes	Ward 11	Community Services
		Establishment of a pedestrian bridge between Dassie Street and Hall Street	Dassie Street & Hall Street	Community Services



# SWOT ANALYSIS WARD 11

- New ward - new possibilities
- Councillor availability
- Young & vibrant ward committee members

- Ward councillor office is too far
- Drug abuse which contributes to the high crime rate
- Lack of rubble removal from the municipality upon completion work
- Lack of housing development
- Retaining walls
- Poor road conditions
- Pollution
- Storm water drain covers
- Dumping sites
- Grass cutting
- Lack of site inspections of services rendered

- Job creation
- New ward – new possibilities
- Educational upliftment of ward committee members
- Youth development programmes
- Social upliftment

- Ward councillor office is too far
- Drug abuse which contributes to the high crime rate
- Lack of rubble removal from the municipality upon completion work
- Lack of housing development
- Retaining walls
- Poor road conditions
- Pollution
- Storm water drain covers
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- Grass cutting
- Lack of site inspections of services rendered

## S

STRENGTHS



## W

WEAKNESSES



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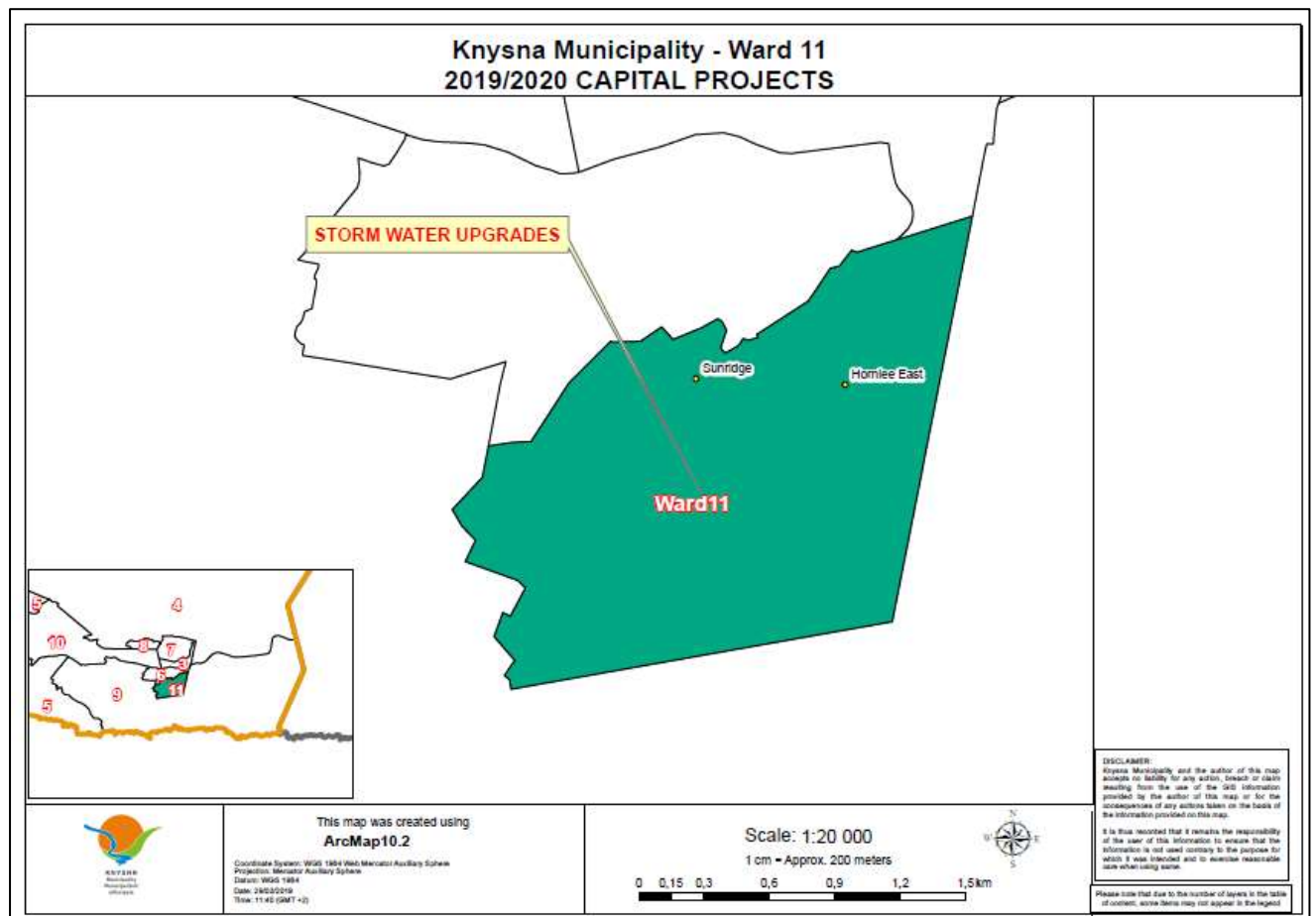
OPPORTUNITIES



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THREATS





# Chapter 7: Operational Perspective

## 7.1 Sector Planning

Knysna Municipality is responsible for the delivery of municipal functions as specified in Schedule 4B and 5B of the Constitution of South Africa and all the strategic planning processes to address these functions should be aligned and fully integrated to ensure sustainable growth and development. There are a number of sector plans and key strategy documents required of a municipality to support the delivery of the above services and infrastructure development in order to achieve its strategic objectives. Each sector plan is championed by a specific department within a directorate of the municipality and generally forms the basis of that directorate's contribution towards achieving the strategic objectives of Council. The alignment of sector plans between all spheres of government is important in ensuring integration of programmes and maximum utilization of available resources. The following table highlights the status of the different sector plans:

Sector Plan & Relevant Legislation	Objectives of Plan	Current Status of Plan	Timeframe For Review	Implementing Directorate
<b>Performance Management Policy Framework</b>  <i>(Local Government: Municipal Systems Act, No. 32 of 2000)</i>	Establishing a culture of performance throughout the whole organisation	Approved and in process of being implemented.	Latest Version Adopted by Council – 17 May 2012  A complete review will commence in the 2019/2020 financial year throughout 2020/2021	Corporate Services 2019/2020
<b>Risk Management Plan</b>  <i>(Section 62 of the Local Government: Municipal Finance Management Act, No. 56 of 2003)</i>	To identify potential risks in all systems and procedures of the municipality and develop pro-active risk reduction strategies	Approved and in process of being implemented	Reviewed annually	Office of the Municipal Manager
<b>Communication Strategy</b>	To develop an approach of continued interaction and communication between the municipality and a wide range of internal and external stakeholders	Council adopted a comprehensive Communication Strategy, which is currently in the process of being implemented. A team of consultants was appointed to review this strategy and develop tailor-made mechanisms to effectively communicate with different stakeholders.	Latest Version Adopted by Council - 2017	Office of the Municipal Manager
<b>Employment Equity Plan</b>  <i>(Employment Equity Plan Act, No. 55 of 1998)</i>	To ensure that targets are being set for transformation of the staff structure of the municipality in order to reflect the demographic composition of the area equitably.	<ul style="list-style-type: none"> <li>Approved and in process of being implemented</li> <li>The Employment Equity Plan is developed for a three-year period and is being reviewed annually and the targets are continuously updated and monitored.</li> </ul>	Latest Version Adopted by council – June 2018	Corporate Services
<b>Workplace Skills Plan</b>	To co-ordinate training and capacity building of municipal	This plan has been adopted by the Training Committee	Reviewed annually	Corporate Services

Sector Plan & Relevant Legislation	Objectives of Plan	Current Status of Plan	Timeframe For Review	Implementing Directorate
<i>(Skills Development Act, No. 97 of 1998)</i>	staff as per their personal career objectives	Council and is reviewed annually		
<b>Long Term Financial Plan</b>  <i>(Local Government: Municipal Financial Management Act, No. 56 of 2003)</i>	A financial plan that will ensure the financial viability of the municipality in order to give effect to the strategic objectives of Council as portrayed in the IDP	<ul style="list-style-type: none"> <li>The long-term financial plan will be in the form of the Capital Investment Framework Plan, which is currently being developed with the SDF review process.</li> <li>The 5-year IDP proposes a number of catalytic programmes/projects that will be implemented in the medium and longer term. The costing of these programmes will inform the Capital Investment Framework Plan of the municipality.</li> </ul>	The Long Term Financial Plan is currently being drafted in the form the Capital Investment Framework Plan	Financial Services
<b>Asset Management Plan</b>  <i>(Section 63 of the Local Government: Municipal Financial Management Act, No. 56 of 2003)</i>	To record all assets of the municipality and make recommendations for the optimal economic utilisation of such assets	A comprehensive asset register has been compiled which reflects all immovable and movable property of the municipality. This register continuously updated.	The Plan is reviewed on an annual basis	Financial Services
<b>Integrated Infrastructure Investment Plan</b>	A 5 year master plan to invest into new infrastructure in Knysna Municipality	<ul style="list-style-type: none"> <li>The plan has been informed by the infrastructure master planning requirements as reflected in the IDP</li> <li>An audit is currently being conducted to determine the condition of existing infrastructure, costing of the upgrading and maintenance required</li> </ul>	N/A	Technical Services
<b>Water and Sewer Master Plan</b>  <i>(National Water Act, No. 36 of 1998)</i>  <i>(Water Services Act, No. 108 of 1997)</i>	Determine the future capacity of adequate sustainable water sources and the capacity of the sewer reticulation system to accommodate future development	First phase of both master plans have been completed which mostly focuses on the status quo. These plans will also be aligned to accommodate the future developments proposed in the IDP in terms of bulk infrastructure requirements	Latest Version Adopted by council: -Water – 2017 -Sewer - 2018	Technical Services
<b>Water Services Development Plan</b>	To co-ordinate the provision and demand of bulk potable water to different consumers in Knysna Municipality	The WSDP is currently under review	Latest Version Adopted by Council - 2018	Technical Services

Sector Plan & Relevant Legislation	Objectives of Plan	Current Status of Plan	Timeframe For Review	Implementing Directorate
<i>(Water Services Act 108 of 1997)</i>				
<b>Storm Water Master Plan</b>  <i>(Storm water Management Amendment Act 2007, No 8 of 2007)</i>	To map out a 5 year master plan to implement storm water networks in the GKMA and also to maintain the existing storm water infrastructure	The plan still needs to be drafted	N/A	Technical Services
<b>Roads Infrastructure Master Plan</b>  <i>(National Transport Transition Act, 2000, Act No 220 of 2000)</i>	To determine and map the condition of the roads, calculate backlogs, propose remedial actions, do cost estimates for budgeting and setting of priorities	The RRAMS forms part of the Roads Infrastructure Master Plan and is approved and updated annually. The effective implementation thereof is subject to the available financial resources allocated in the budget as well as grant funding secured.  The Pavement Management System (PMS) forms part of the Roads Infrastructure Master Plan and is approved and updated annually. The effective implementation thereof is subject to the available financial resources allocated in the budget as well as grant funding secured.	N/A	Technical Services
<b>Integrated Transport Plan</b>  <i>(Section 36 of National Land Transport Act, No. 5 of 2009)</i>	To co-ordinate the priorities for transport & traffic patterns in Knysna Municipality and ensure that provision is made for infrastructure for public transport	The ITP is currently under review in conjunction with the Garden Route District Municipality and the neighbouring local municipalities	The latest version approved by Province and adopted by Council is dated 2015, the Plan is reviewed every two to three years	Technical Services
<b>Electricity Master Plan</b>  <i>(Electricity Regulation Act, 2006, Act No 4 of 2006)</i>	To map out a 5 year master plan to expand and improve the electrical network for Knysna Municipality and also to maintain the existing electrical infrastructure	A new Master Plan is in the process of being developed and upon completion will be submitted to Council for consideration.	The latest version approved by Council – 22 August 2014	Electro-technical Services
<b>Integrated Coastal Management Plan</b>  <i>(Integrated Coastal Management Act, Act No 24 of 2008)</i>	To promote the ecological, economical and sustainable use of coastal resources and ensure that coastal management practices are implemented in a people centred manner	Knysna Municipality is in the process of drafting an Integrated Coastal Management Plan in collaboration with the Garden Route District Municipality. The first phase of the Plan is underway and it aims at conducting a situational analysis and identification of key priorities and associated goals.	N/A	Planning & Development

Sector Plan & Relevant Legislation	Objectives of Plan	Current Status of Plan	Timeframe For Review	Implementing Directorate
		Knysna Municipality has developed an Integrated Coastal Management Plan in collaboration with the Garden Route District Municipality and it is in the process of being submitted to Council for approval.		
<b>Bio-diversity Plan</b> <i>(National Environmental Management Biodiversity Act 2004, Act No 10 of 2004)</i>	This plan addresses the issue of threatened and endangered species outside the protected areas of Knysna	SANParks AND Cape Nature have a Biodiversity Sector Plan (2010) for the Garden Route, which is incorporated into the SDF. A comprehensive Strategic Environmental Assessment (SEA), which has a strong focus on bio-diversity and conservation, will be drafted at the conclusion of the review process of the Knysna SDF.	N/A	Planning & Development
<b>Alien Invasive Species Control Plan</b> <i>(National Environmental Management Biodiversity Act, No. 10 of 2004)</i>	The Control Plan aims to identify and prioritize land/management units in order to manage and monitor invasive alien infestation. Priorities are based on biodiversity importance, ecosystem services, safety, and security. The plan acts as a tool to effectively budget and implement control methods specific to a site within a manageable timeframe.	Control Plans has been approved by the National Department of Environmental Affairs, as per approval letter dated, 26 February 2019.	N/A	Planning and Development
<b>Spatial Development Framework</b> <i>(SPLUMA (Act 16 of 2013))</i>	To make spatial provision for IDP and other strategic planning objectives of Knysna Municipality in line with the principles of Sustainable Development	The SDF is a core component of the 4 <sup>th</sup> Generation IDP process of Knysna Municipality and is duly incorporated in this document. The SDF was particularly reviewed to ensure that it is SPLUMA compliant and updated with current information, future forecasts and latest development trends	Draft SDF review will be tabled to Council as part of this IDP and will subsequently be advertised for public comment.	Planning & Development
<b>Land Use Management Schemes</b> <i>(LUPA (Act 3 of 2014))</i>	The Land Use Management Schemes for the different areas in GKMA is currently in place	<ul style="list-style-type: none"> <li>A draft Zoning Scheme by-law has been tabled to Council for consideration. This by-law will integrate the current zoning scheme</li> </ul>		Planning & Development



Sector Plan & Relevant Legislation	Objectives of Plan	Current Status of Plan	Timeframe For Review	Implementing Directorate
		<p>regulations and update it to be SPLUMA and LUPA compliant.</p> <ul style="list-style-type: none"> <li>A SPLUMA conversion process will be followed from the current zoning provisions to the new zoning provisions in terms of the Zoning Scheme by-law</li> </ul>		
<b>Human Settlement Plan</b>  <i>(Housing Act, 1999 Act No 107 of 1997) as amended by Act No 28 of 199 and Act No 4 of 2001)</i>	To prioritise the housing needs in Knysna Municipality and co-ordinate the implementation of different housing options in line with the National & Provincial Housing Policy	The Human Settlement Plan is one of the suite of plans incorporated in the 4th Generation IDP of Knysna Municipality. The draft HSP will be incorporated in the draft SDF that is currently under review and will be subject to a comprehensive public participation process	Currently under review	Planning & Development
<b>Economic Development Strategy</b>  <i>(Local Government: Municipal Systems Act, No. 32 of 2000)</i>	Strategy to create a conducive environment for all stakeholders to stimulate economic growth and create decent job opportunities	The Economic Development Strategy is one of the suite of plans incorporated in the 4th Generation IDP of Knysna Municipality.	The draft Economic Development Strategy is currently under review. The Economic development Strategy will also recommend projects to stimulate rural development	Planning & Development
<b>Air Quality Management Plan</b>  <i>(National Environmental Management Air Quality Act 39 of 2004)</i>	To reduce air pollution in the municipal area	The Air Quality Management Plan is developed for a five-year period and is approved by Province; it has been adopted by Council and is in the process of being reviewed by Province.	The latest version adopted by Council is dated 2014	Community services
<b>Law Enforcement Strategy</b>  <i>(White Paper on Local Government 1998)</i>	To apply all road traffic regulations and by-laws effectively	All by-laws to be co-ordinated into a single law enforcement strategy	The latest version approved by Council - 2015	Community Services
<b>Integrated HIV/Aids Plan</b>  <i>(White Paper on Local Government 1998)</i>  <i>(Local Government: Municipal Systems Act, No. 32 of 2000)</i>	To facilitate awareness and pro-active strategies to combat HIV/Aids and provide support to people infected and affected by HIV/Aids	Currently no plan is in place; the department embark on various interventions and report to Council on a regular basis through monthly reports.	N/A	Community Services
<b>Integrated Waste Management Plan</b>  <i>(National Environmental Waste Act 2000 Act No 59 of 2008)</i>	To integrate and optimise waste management, in order to maximise efficiency and minimise the associated environmental impacts and financial costs, and to	The Integrated Waste Management Plan has been adopted by Council and is in the process of being implemented	<p>The latest version adopted by Council is 2014</p> <p>Currently under review</p>	Community Services

Sector Plan & Relevant Legislation	Objectives of Plan	Current Status of Plan	Timeframe For Review	Implementing Directorate
	improve the quality of life of all residents within the GKMA			
<b>Youth Development Policy</b>  <i>(Framework for youth development for Local Government 2003)</i>	To reflect the municipality's strategic intention to mainstream youth development in all policies, programmes and development plans	The Youth Development Policy has been adopted by Council and will be the basis of guidelines for Knysna Youth Council to act as change agents for active citizenship through meaningful participation in the socio-economic development programmes of Knysna Municipality	The latest version approved by Council - 2016	Community Services
<b>Disaster Management Plan</b>  <i>(Disaster Management Act 57 of 2002) section 53(1)</i>	A plan to pro-actively identify risks and prevent disasters from happening or mitigate the impact of such disasters if it cannot be avoided	The Disaster Management Plan is reviewed annually with the IDP in partnership with the Garden Route District Municipality	Currently under review	Community Services

**Table 15:** Sector Plans

## 7.2 Integrated Human Settlements

There were approximately 25 877 formal households and 5 088 informal households in the Greater Knysna Municipal Area in 2018. The fire disaster of June 2017 caused extensive damage to both formal and informal residential areas in which approximately 1002 properties in the formal and informal areas were either destroyed or damaged. The estimated value of damage of privately owned structures was estimated at between R4-5billion. The fire has triggered the Council of Knysna Municipality as well as the Provincial Department of Human Settlement and the Housing Development Agency (HDA) to have a more holistic approach towards housing delivery. Housing policies and designs will be done in such a way that it improves resilience and also minimise the impact of future disasters.

The provision of affordable housing units remains a high priority for the Council of Knysna Municipality in order to restore the dignity of poor people and provide them with proper shelter as enshrined in the Constitution of South Africa. However, the challenge is that the demand for housing is ever increasing and vastly exceeds the funding resources that are available. The demand is mainly driven by the high rate of migration to the area. The current housing waiting list is estimated at approximately 9 599 with an annual growth of 3%. A total number of 1 207 low cost houses are approved for construction in the next two financial years. This leaves a remainder of 8 347 units to be built within the next 10 years in order to keep up with the increasing housing demand. It is, therefore, essential that Knysna Municipality collaborate with all relevant stakeholders to address this increasing demand for houses. Because of the steep topography especially in the Northern Areas of Knysna and Sedgefield, as well the lack of suitable land for development, it becomes very costly to deliver quality-housing units for the subsidy amount available from government. Adding to these dynamics is the fact that people have settled on land that is supposed to serve as road reserves or under high voltage power lines which makes the delivery of basic services and the in situ provision of houses virtually impossible. That is why the Department of Human Settlements of Knysna Municipality have to develop innovative strategies and approaches to ensure that adequate quality houses are being built in the area without compromising the long-term financial viability of the municipality.

The map below indicates the current residential areas of the applicants on the housing waiting list of Knysna Municipality:

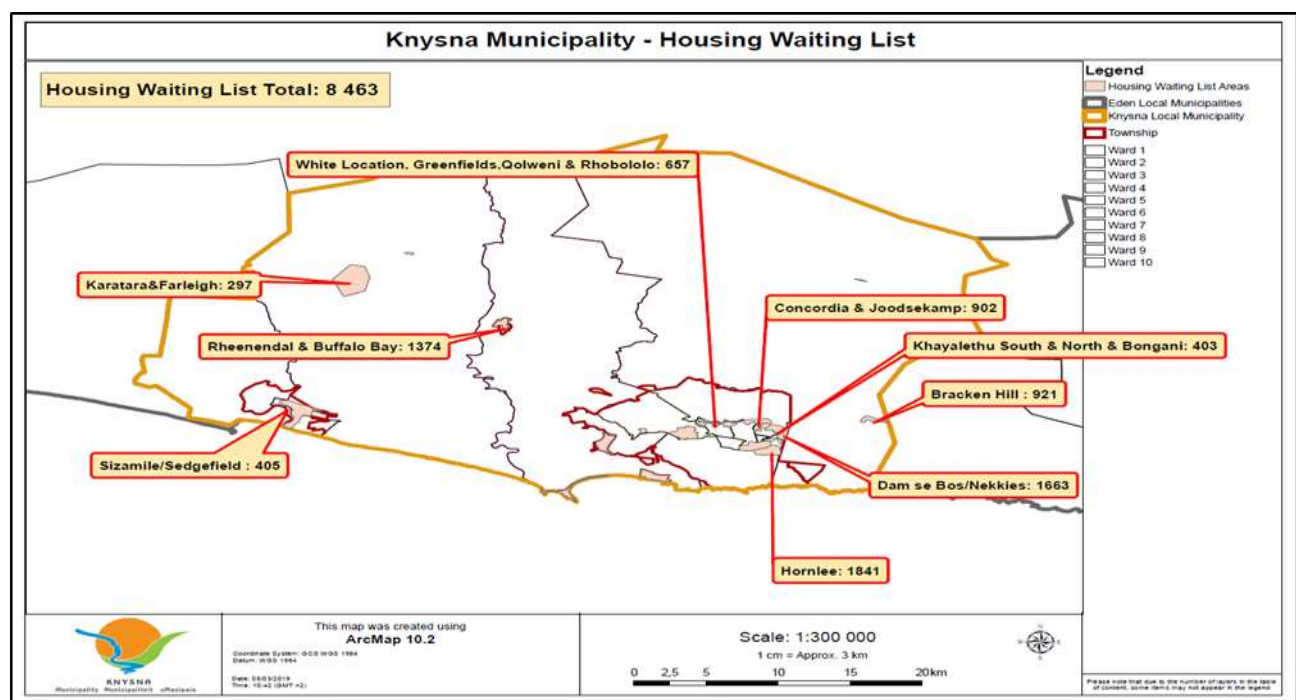


Figure 14: Housing Waiting List: 28 February 2019

### 7.2.1 Future Planning for Human Settlements

The establishment of integrated human settlements is one of the priorities identified in almost all the wards throughout the Municipality and, consequently, the provision of adequate housing opportunities features prominently in the strategic focus and vision of Council. To address this need, it is paramount that Council foster strategic partnerships with national and provincial government as well as the private sector. The Draft Human Settlement Plan (HSP) of Knysna Municipality serves as a planning, facilitating, and measuring instrument for housing delivery in the GKMA. This strategy will not only conceptually illustrate how housing projects could contribute to creating integrated human settlements, but also identify pilot projects for the municipal area as well as policy, budgets and land options for the next 5 years. The Draft Human Settlement Plan also takes cognizance of the impact of any natural or other disasters that might have an impact on the housing pipeline and subsequently makes provision for emergency housing initiatives. The draft HSP forms an integral part of the long-term planning process of the municipality and should be integrated with other strategic planning documents including the Economic Development Strategy, Spatial Development Framework (SDF) and the Strategic Environmental Assessment (SEA).

The Draft Human Settlement Plan of Knysna Municipality aims to achieve the following objectives:

- To develop a holistic approach towards housing development inclusive of the municipality's *in-situ* upgrading plans.
- To inform forward planning relating to housing provision and guide the 5-year housing delivery pipeline within a longer-term planning horizon.
- To develop a comprehensive strategy for the management of existing rental stock as well as a proposal for the development of innovative rental options.
- To develop a strategy for the provision of Breaking New Ground (BNG) options for housing delivery which include low cost, affordable, and higher income housing opportunities.
- To develop a strategy for densification and alternative housing typologies.
- To provide emergency housing opportunities for households affected by natural and other disasters within acceptable timeframes.
- Prepare formal layout and engineering designs on formalized serviced sites.
- Prioritize subsidy applications for top structures for the most deserving beneficiaries from the affected informal settlements.
- Expedite development of high-density integrated residential precincts such as Heidevallei.

The draft HSP indicates how many housing opportunities need to be provided over the short, medium and long term. It also addresses the current challenges experienced in terms of human settlement planning and how the municipality will be able to provide adequate housing opportunities to keep pace with the growing demand without placing pressure on the municipality's limited financial resources. The Human Settlement Plan mainly focuses on the implementation of the Breaking New Ground policies and initiatives, but also makes provision for alternative housing options such as rental units, affordable housing and social housing. The Housing Pipeline outlines the planned delivery targets for funded projects. The master planning of bulk infrastructure (water, sewerage and electricity) must be aligned and integrated with the targets determined in the HSP. It must be noted that migration and growth in population will always have an impact on the need for houses and will, subsequently, expand the housing waiting list.

The shift in housing policies at both national and provincial spheres of government necessitates the compilation of a comprehensive holistic view of settlement planning and development. The new policies are conceptualized in the National Housing Policy (Breaking New Ground) and in the Western Cape Integrated Human Settlements Policy. The plan focuses on good accommodation locations, access to job opportunities, housing typology, variety of tenure and provision of education, health, transport and other socio-economic facilities that would contribute



towards integrated communities and sustainable settlement development. One of the more significant adjustments to the provincial housing allocation policy, which prohibits beneficiaries younger than 40 years, does not bode well with people falling in this age category. The MEC for Human Settlements in the Western Cape has also made his intention known that the current notion of government to build free standing houses for beneficiaries is becoming unsustainable. It is anticipated that the future approach would be to provide more people with serviced sites upon which they are required to build their own houses.

Due to the scarce land availability, the planning methodology of Knysna Municipality is based on densification models. The planning of affordable housing and higher income developments will also be taken into consideration and the future challenge will be to develop housing models that will accommodate the whole spectrum of demand. The municipality also needs to engage the private sector in the development of human settlements. The Council of Knysna Municipality has recently granted planning approval for the rezoning, subdivision, departure, and road closure for a proposed affordable housing project in Hornlee. The development makes provision for 155 BNG housing units and paves the way for a first of its kind FLISP development that will serve as a pilot project to provide opportunities for potential beneficiaries. This project will specifically benefit qualifying households who earns between R 3 501 and R 22 000 per month. *Currently the appointed project management team from JSA Architects have put together formal application proposals for development funding for the initial demonstration units (30) which will also include the development of FLISP and Housing options as well as relocation facility for temporary usage by decanted beneficiaries.*

Another exciting human settlements project is the development of The South Cape Corridor Development catalytic project of the National Housing Development Agency. The development of the 99ha Heidevallei site as a high density, integrated residential precinct with a focus on the “gap market” is an important component of this project.



**Figure 15:** Earmarked land for development

The delivery of housing is a national and provincial government competency, but local government on an agency basis is implementing it. Further consultative sessions have been held with the PGWC: Human Settlements after

the approval of the planning fees for tranche 1 and tranches 2 of the overall project. There is a possibility that the latter authority could be a co-developer with the municipality given the magnitude, size and scale of the project. A critical analysis of this arrangement is required within the medium term to determine the effect it has on housing delivery in general. The increasing responsibilities that are placed on local municipalities in this regard have a direct effect on their financial viability. While a grant is provided for the installation of internal reticulation to the development, as well as the top structure, what is not provided for is funding for the necessary upgrading repairs and maintenance on the bulk infrastructure because of the additional dwellings and population. It is estimated that a roll out of the current programs will result in Council having to contribute over R5 million per annum, excluding the life cycle costs to the housing delivery programmes. The housing demand is significantly higher than the resources available and that is why the allocation of houses to potential beneficiaries becomes a challenge for the municipality. The Human Settlement Strategy incorporates the approved projects as the business plan is being developed with the Western Cape Department of Human Settlements and can be summarised as follows:

INTEGRATED HUMAN SETTLEMENTS		
<b>STRATEGIC OBJECTIVE</b>	<ul style="list-style-type: none"> <li>To create an enabling environment for social development and economic growth</li> <li>To grow the revenue base of the municipality</li> <li>To encourage the involvement of communities in the matters of local government through open channels of communication</li> <li>To ensure the provision of infrastructure and basic services</li> <li>To redevelop areas affected by emergency situations and resettle families within shortest possible time</li> <li>To improve and maintain current basic service delivery through specific infrastructural development projects</li> </ul>	
STATUS QUO	CHALLENGES	RISKS
<b>LEVEL OF SERVICE</b> <ul style="list-style-type: none"> <li>Pipeline for housing opportunities</li> <li>Acquisition of land for housing development</li> <li>Housing administration</li> <li>Using local contractors and procurement of materials in housing developments</li> </ul> <b>PARTNERSHIPS</b> <ul style="list-style-type: none"> <li>National Department of Human Settlements</li> <li>Western Cape Department of Human Settlements</li> <li>Department of Public Works and Transport</li> <li>Housing Development Agency</li> <li>SHRA</li> <li>Accredited social housing institutions</li> </ul> <b>CURRENT PROGRAMMES/PROJECTS</b> <ul style="list-style-type: none"> <li>UISP</li> <li>FLISP</li> <li>Rectification Programme</li> <li>Transfer of houses</li> <li>IRDP</li> <li>Knysna Re-development Plan as part of Garden Route Rebuild Initiative</li> </ul>	<ul style="list-style-type: none"> <li>Housing demand is higher than resources available</li> <li>Rapid migration patterns from other areas</li> <li>Limited capacity of bulk infrastructure &amp; services to accommodate future housing projects</li> <li>High demand for affordable housing.</li> <li>Limited contract management capacity within the municipality</li> <li>High demand for access to basic services and electrification of informal settlements</li> <li>Regular emergency situations which necessitate the re-prioritization of housing pipeline projects and re-allocation of budgets</li> <li>Limited integrated planning between directorates on human settlement projects</li> <li>Dependency of low cost homeowners on government to repair damaged/dilapidated houses</li> <li>Strategic acquisition of land and properties</li> <li>Leveraging the use of our current land and properties for realisation of medium to high density typology projects</li> <li>Long term socio-economic integration through catalytic projects like Social Housing, CRU, GAP and FLISP</li> </ul>	<ul style="list-style-type: none"> <li>Houses can only be built if funding is received from Provincial or National Government</li> <li>Potential local beneficiaries are not going to get housing subsidies if more people reside in informal settlements</li> <li>Reprioritisation of housing pipeline as result of emergency situations may delay other housing projects</li> <li>Increased work stoppages</li> <li>Land invasions and related costs</li> </ul>



			<ul style="list-style-type: none"> <li>• Socio-political tensions</li> <li>• Poor internal capacity and inability to coordinate work with other departments</li> <li>• Lack of interests from external development partners like social housing entities</li> <li>• Financial modelling to redefine and enhance project sustainability.</li> <li>• Unstructured allocation and use of land ad State Funding sources</li> </ul>
PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
<b>WARD 1</b>			
<b>Securing of suitable land for human settlement projects</b>	<ul style="list-style-type: none"> <li>• Land has been identified for human settlement purposes at the back of U-Save and the brick yard site in Smutsville</li> <li>• Negotiations are currently underway with the private land owner in this regard</li> </ul>	2019/2020	<ul style="list-style-type: none"> <li>• Procuring of the land from private owners is still underway. The PGWC has now approved procuring of privately owned land from Circle Brokers with proposed price being negotiated with the owner.</li> <li>• Submission of a Project Initiation Document (PID) to the Provincial Department of Human Settlements</li> </ul>
<b>Bulk Services for informal Settlements</b>	<ul style="list-style-type: none"> <li>• Electrification of the following informal settlements ( Slangepark, Onderstegaatjie, Skool)</li> <li>• Provision of interim basic services to informal settlements</li> </ul>	2019/2020	<ul style="list-style-type: none"> <li>• 300 households to have access to electricity by the end of the financial year.</li> <li>• Funding has been secured to provide water &amp; sanitation facilities to approximately 200 households in the informal settlements</li> </ul>
<b>WARD 2</b>			

<b>Upgrading of existing bulk services to accommodate future housing development in Karatara</b>	Funding application to be submitted to MIG and RBIG for the upgrading of bulk services infrastructure	2019/2020	Improve capacity of bulk infrastructure for the servicing of 357 sites in Karatara.
<b>Securing of suitable land for human settlements projects</b>	<ul style="list-style-type: none"> <li>The following land parcels have been identified in Karatara for human settlement purposes:</li> <li>Welsyndorp – 100 erven</li> <li>Bosdorp – 114 erven</li> </ul>	2019/2020	<p>A Project Initiation Document has been submitted to the Department of Human Settlements.</p> <p>Approval still pending from the PGWC.</p>
PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
<b>WARD 3</b>			
<b>Construction of 61 low cost housing units in Dam se Bos (South)</b>	Construction of slabs is currently underway	2019/2020	<ul style="list-style-type: none"> <li>Plots are currently being serviced</li> <li>Beneficiary households have been moved to a Temporary Relocation Area (TRA).</li> <li>Top structures being implemented (61) earmarked for completion by EOI contractors – completion by March 2020</li> </ul>
<b>Construction of 11 low cost housing units in Nekkie East</b>	Construction still needs to commence.	2019/2020	<p>The Contractor will be on site in June 2019.</p> <p>3x units being constructed and earmarked for completion by end March 2020.</p>
<b>Construction of 20 low cost housing units in Ou Pad as part of the UISP project</b>	Construction of slabs is currently suspended due to challenges.	2019/2020	<p>Relocation is done and site has been cleared.</p> <p>Retaining walls being built as well as platforms – BUKHO the contractor on site actively building for completion by end May 2020</p>
<b>Construction of 50 low cost housing units in Hlalani as part of the UISP project</b>	Application for the construction of 50 top structures has been approved by the Department of Human Settlements	2019/2020	<p>Busy with retaining walls and platforming – scheduled for completion by May 2020</p> <p>Top structure development to commence June 2020 by EOIs</p>
<b>WARD 4</b>			
<b>Construction of 75 low cost housing units in Bloemfontein as part of the UISP project</b>	Sites have been serviced and construction is currently underway	2019/2020	Construction of duplex housing units is currently underway and the project is 60% complete

			<p>Initial Phase of 75 units completed November 2019</p> <p>Second phase of 75 units being implemented as per reviewed contract towards completion by end June 2020</p>
<b>Construction of 40 low cost housing units in Happy Valley as part of the UISP project</b>	Sites have been serviced and prepared for construction	2018/2019	<p>Project is 100% complete (Phase 1 – 40 units completed June 2019)</p> <p>Casting of 15 slabs completed by October 2019</p> <p>To be followed by top structure development by end June 2020</p>
<b>Construction of 41 low cost housing units in Xolweni as part of the UISP project</b>	Sites are currently being serviced and prepared for construction	2019/2020	<p>Construction of duplex units is currently underway and the project is 50% complete</p> <p>41 First floor slabs casted and now awaiting formal confirmation of small contractors to develop the top structures</p> <p>SC Housing appointed as contractor to undertake 132 units by end June 2020</p>
<b>Construction of 72 low cost housing units in Ethembeni as part of the UISP project</b>	Construction has been completed.	2018/2019	<p>Construction is currently underway and the project is 100% complete after 71 units were constructed.</p> <p><i>45 New slabs being casted and completed now awaiting appointment of new EOI contractors for top structure</i></p>
<b>Implementation of an emergency housing project as a result of the June 2017 fire disaster</b>	Re-building of approximately 45 low cost housing units for fire victims	2019/2020	<p>The Western Cape Department of Human Settlements is implementing this project. Development Action Group (DAG) was appointed by province to conduct a community facilitation process in this regard.</p> <p>57 slabs been completed and busy with development of the top structures scheduled for completion by June 2020.</p>

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
<b>WARD 5</b>			
Planning approval for 157 low cost housing units in Rheenendal as part of infill development	<p>Planning approval has been granted subject to the following conditions:</p> <p>The project is located approximately 550m from a graveyard which is in contravention of the land use planning regulations</p> <p>The decommissioning of the nearby WWTW needs to be undertaken before houses can be built in this vicinity</p>	2019/2020	<p>Project Initiation Document have been submitted to provincial Department of Human Settlements for funding for servicing sites.</p> <p>Planning fees were approved with appointed professional team co coordinating the implementation exercise.</p> <p>Planning process to be completed by March 2020</p> <p>UISP Project application and implementation to commence during 2020/21</p>
<b>WARD 6&amp;11</b>			
Servicing of an additional 312 sites in Hornlee	<p>7 x sites have been identified for infill housing development in Hornlee.</p> <p>Installation of bulk services has been completed for the construction of 155 BNG sites and 177 FLISP housing opportunities</p>	2019/2020	<p>Sites have been serviced and platforms have been constructed</p> <p>JPB appointed to construct 155 BNG units earmarked for completion by June 2020.</p>
<b>WARD 9</b>			
To acquire additional land for mixed residential development at Kruisfontein and other Forestry villages within the jurisdictional area of the KM.	<p>Negotiations are currently underway with Department of Forestry and Fisheries (DAFF) to release a portion of land opposite Kruisfontein for housing development.</p> <p>The Housing Development Agency is facilitating the process.</p>	2019/2020	<p>Negotiations on going with Department of Forestry, Public Works, SALGA and MTO.</p> <p>This will extend towards eventual transfer of specific forestry villages on or before end of June 2020.</p>

### 7.3 Economic Development

In terms of Section 152 of the Constitution, it is an object and developmental duty of local government to promote economic development. This constitutional mandate necessitates municipalities to play a facilitative role in creating an enabling environment for economic development. Local Economic Development (LED) is an approach towards economic development which allows & encourages local people to work together to achieve sustainable economic growth & development thereby bringing economic benefits and improved quality of life for all residents in a local municipal area. Sustainable economic growth in this sense refers to economic development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs

LED aims to improve the economic performance of municipal areas across all industries (agriculture, manufacturing, tourism etc.) and sectors (formal and informal). Local Economic Development is primarily implemented in the local municipal government sphere.

LED is an on-going process that involves partnerships and coordination between all departments and relevant stakeholders, rather than a single project or intervention. It involves identifying and using both current and underutilised local resources, ideas and skills to stimulate sustainable economic growth and development. The primary aim of LED is to create an environment that stimulate creation of employment opportunities for local residents in line with the competitive advantages of the area and alleviate poverty and the associated poverty cycles through business development.

The Municipality's economic development strategy includes an in-depth analysis of the local agri-processing sector development opportunities. The economic development department is involved with support to the Knysna Timber Initiative, which includes support of the Knysna timber brand and timber sector development projects. The projects are focused at increasing production of value-added timber processing and business activity. The Municipality is also facilitating niche agricultural production projects on some municipal-owned properties in the Karatara & Rheenendal area. More government owned land that is suitable for agriculture will be identified to facilitate small-holder farm production and development.

In order for LED to be effective, a community needs to identify and consider its own economic strengths, weaknesses, opportunities, and threats and agree on a shared strategy to unlock economic opportunities. This will ensure that identified LED strategies and projects are matched with local available skills and resources. Local Economic Development is therefore characterised by the following objectives:

- Ensuring strong economic growth that promotes job creation.
- Bringing the poor and previously disadvantaged to the centre of economic development.
- Supporting trade and investment promotion through business retention, expansion and attraction of inward investment that increase local employment opportunities.
- Ensuring service delivery and municipal development planning that create an enabling environment for business growth and development.
- Assistance with local implementation of national, provincial and regional economic development strategies and plans

### 7.3.1 Strategic Pillars of LED

Pillars provide strength and support for something. In the case of strategy formulation, strategic pillars hold up the vision. Remove a pillar, and the vision is in risk of collapse. Therefore, in relation to the development of the LED strategy, key pillars have been identified which need to be in place to uphold the vision of council in terms of economic development. These 6 pillars are defined in the figure below:



### 7.3.2 Sector Opportunities

In order to identify projects that possess the potential to be developed and which are likely to have a significant impact on the economy, it is necessary to identify the current and future potential economic development opportunities within the greater Knysna municipal area.

As summarised in the Draft Economic Development Strategy, a range of development opportunities and constraints in the greater Knysna municipal area exist which include the following:

- The agriculture and manufacturing sectors as well as the tourism industry within the greater Knysna municipal area have been shown to have a comparative advantage, with the tourism industry demonstrating a latent potential comparative advantage.
- Within the agricultural sector, the main constraints to development are availability of suitable land, water scarcity, high input costs (particularly land), low productivity and lack of access to financial support.
- Opportunities identified within the agricultural sector include the development of agricultural value chains, organic horticulture products, hydroponics, and aquaponics as well as a focus on niche high-value agricultural products.
- Development opportunities within the manufacturing sector include agro-processing, waste recycling, timber related products (furniture and timber craft, prefabricated homes, coffins, school desks, etc.) and niche products (vintage cars, drones, biomechanical equipment).



- A key gap identified is in the provision of educational services, particularly linked to trades, apprenticeships and tertiary education. This has significant development potential and has positive up- and downstream linkages in terms of industry demand-led skills development programmes.
- The performance of many of the other sectors, such as finance and business services, is essentially a derived demand. These sectors will benefit from the development of the previous economic sectors as well as the general strengthening of economic linkages within the greater Knysna municipal area. The transport and communications sector has a particularly important role to play in terms of creating an enabling environment for economic development. The improvement and expansion of transport linkages and communication technology will improve the accessibility and connectivity of the municipal area.

### 7.3.3 Principles of Post-disaster Economic Recovery

Economic disaster recovery is a key element in post-disaster work. International experience suggests that the period of economic recovery by a medium-sized, tourism-oriented town after a major forest fire is 2 years or longer, depending on the effectiveness of its economic recovery programme. At the same time, it is important to recognize that Knysna was facing economic challenges before the fire. The economic recovery strategy therefore has to consider the economic challenges it faced before the disaster, evaluate which elements in the pre-disaster strategy needs to fundamentally change or is no longer feasible and identify new measures and opportunities. In short, an economic recovery strategy, which attempts to return the municipality to the pre-disaster circumstances, will only recreate these challenges.

The impact will mostly be as follows:

1. Direct economic costs include physical damage to economic assets, such as buildings, economic infrastructure, machines, plantations and inventories. According to the Knysna Municipality's Business Damage Disaster Assessment, 134 businesses with 935 employees were directly affected by the fire disaster. Of these, 47 were destroyed, 43 were damaged and 43 suffered indirect impacts. Of business premises destroyed, 12 were located on Knysna Heights, 8 in Paradise and 5 in Knysna CBD. Only half of businesses affected by the fire was insured. The worst affected sectors, as measured by number of businesses (rather than business size or number of employees), were accommodation, personal services and retail. This does not include the value of damage to plantations and crops, which is estimated at R40 million.
2. Secondary costs include reduced economic output, loss of earnings, rising input costs and lost productivity due to injury. These knock-on effects concern both short- and long-term impacts on overall economic performance and perhaps increased indebtedness. This will also have implications on municipal financial viability, as government revenue declines as a result of lower tariff and rates revenues. It is difficult to estimate these indirect, longer term costs because knock-on effects (e.g. disruption of basic service provision, such as water supply and roads) can have far-reaching implications. Major disasters usually imply a temporary shift in the image of a tourism destination that can last for an extended period of time.
3. The impact of the disaster on Knysna economy is expected to be severe given the economic significance of the worst affected sectors: the visitor economy and forestry with its downstream industries (i.e. furniture and other wood products). However, positive knock-on effects also emanate from rehabilitation and recovery efforts, such as increased activity in the construction industry and the growing the pool of construction and other artisanal skills.

### 7.3.4 Economic Development Strategy

The economic development strategy of the Municipality was reviewed and advertised for public comment in 2019. The final strategy has been submitted for final Council approval in February 2020. The economic development strategy include **Short, Medium- and long-term measures** focusing on promoting inward investment, business retention and expansion, skills development, SMME development, building enabling infrastructure and unlocking new economic sectors. It is noted that Knysna's natural capital is recognized as its most important economic asset and that economic development is inextricably tied to the preservation of its environment. However, environmental measures are dealt with in an earlier section. A comprehensive tourism destination plan was also completed in 2019, public comments were solicited and the final strategy has been submitted for final Council approval in February 2020.

ECONOMIC DEVELOPMENT			
<b>STRATEGIC OBJECTIVE</b>		<ul style="list-style-type: none"> <li>To create an enabling environment for social development and economic growth.</li> <li>To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication</li> </ul>	
STATUS QUO		CHALLENGES	RISKS
<b>LEVEL OF SERVICE</b> a) Business Development & Tourism Coordination b) Enterprise development & SMME support c) Trade & Investment Promotion  <b>CAPACITY</b> A resource team of Manager: Economic Development and 2 x unit project coordinators and administrative assistants for the following business units: - Business Development & Tourism - Investment & Trade Promotion  <b>PARTNERSHIPS</b> The undermentioned partnerships provide strategic support, funding and capacity for the implementation of economic development initiatives: a) DEDAT – Western Cape Government b) Southern Cape Economic Development Partnership c) Garden Route District Municipality d) Department of Trade & Industry e) Department of Small Business Development (SEDA)  <b>CURRENT PROGRAMMES/PROJECTS</b> a) SMME Incubation b) SMME Training Initiatives c) Industry Sector Support Initiatives d) Informal Economy/Trade Permits e) EPWP f) SCEP g) Urban Renewal Programmes (NDPG) h) Investment Facilitation i) Tourism Development		<ul style="list-style-type: none"> <li>Limited financial resources for project interventions</li> <li>Lack of participation by medium and large enterprises in investment incentive programmes offered by government</li> <li>Barriers to entry for small businesses from previously disadvantaged communities</li> <li>Mismatch between skills supply and industry demand</li> <li>Resource limitations for upgrading and management of informal trade areas.</li> </ul>	<ul style="list-style-type: none"> <li>Slow growth in economy</li> <li>Business closures and relocation</li> <li>Limited capacity of emerging entrepreneurs</li> <li>Mismatch between skills development programmes and industry demand</li> <li>High cost of electricity and business rental space</li> <li>Weakening tax base</li> <li>Aging infrastructure</li> <li>Lack of affordable housing</li> <li>Limited space in the industrial area for additional business expansion.</li> <li>Decrease in disposable income of households</li> <li>Latent impact on decreasing rates base as a result of destroyed properties due to the fire disaster</li> </ul>
		<b>TECHNOLOGICAL RESOURCES</b> <ul style="list-style-type: none"> <li>IT Equipment for all staff</li> <li>Mobile Devices for surveys</li> </ul>	
		<b>HR CONSTRAINTS</b> Insufficient municipal human resource capacity for meeting the ward priorities and the performance of departmental functions. . Non-implementation of EPWP programme administration transfer to Project Management Unit.	

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
<b>Expanded Public Works Programme</b>	<ul style="list-style-type: none"> <li>• Business Plan submission for EPWP Job creation opportunities for internal and external projects.</li> <li>• EPWP Data capturing and data verification</li> <li>• EPWP Grant Expenditure report</li> <li>• EPWP compliance</li> </ul>	2019/2021	<ul style="list-style-type: none"> <li>• EPWP Grant Funding Spend: R 1 415 000</li> <li>• (Implementation of the transfer of the EPWP Programme function to the Project Management Unit, in line with that unit's increased capacity is delayed.)</li> </ul>
<b>Data and Research Initiative</b>	<ul style="list-style-type: none"> <li>• Finalise the Tourism Destination Plan</li> <li>• Review economic development strategy</li> <li>• Niche Manufacturing Growth Strategy</li> </ul>	2019/2021	<ul style="list-style-type: none"> <li>• The Tourism Destination Plan has been has been submitted for final Council approval in February 2020.</li> <li>• The economic development strategy has been has been submitted for final Council approval in February 2020.</li> <li>• Niche manufacturing growth strategy to be completed by June 2020.</li> </ul>
<b>Business Development &amp; SMME Incubation</b>	<ul style="list-style-type: none"> <li>• SMME Training Programme with a focus on the following skills: <ul style="list-style-type: none"> <li>○ Basic Business Skills</li> <li>○ Business Concept &amp; Business Plan Development</li> <li>○ Tender Training</li> <li>○ Marketing and Social Media</li> <li>○ Basic Business Finance</li> <li>○ Basic Computer Literacy</li> </ul> </li> <li>• Development of a SMME Toolkit web portal</li> <li>• Initiate SMME Incubator Programme</li> <li>• Ad-hoc business advisory service to entrepreneurs</li> </ul>	2019/2021	<ul style="list-style-type: none"> <li>• SMME Training Programme Schedule developed</li> <li>• SMME Toolkit web portal in process of development</li> <li>• 2020/2021 incubator programme has been launched.</li> <li>• Ad hoc advisory services continue.</li> </ul>
<b>Revitalisation of the railway infrastructure to stimulate economic growth</b>	<ul style="list-style-type: none"> <li>- Revival of the Choo-Tjoe train (private concession/Transnet)</li> <li>- Waste by rail transport initiative</li> <li>-</li> </ul>	2019/2023	<ul style="list-style-type: none"> <li>• Transnet in process of finalising concession agreement with private consortium – KM is a recognised stakeholder.</li> <li>•</li> </ul>
<b>Identification of Catalytic Economic Opportunities &amp; Sector Support Initiatives</b>	<ul style="list-style-type: none"> <li>- Knysna CBD renewal project</li> <li>- Packaging high potential investment opportunities and resource the investment promotion &amp; attraction drive through destination &amp; trade marketing (Invest Knysna)</li> <li>- ICT &amp; Tech-enabled business</li> <li>- Industrial/ Niche Manufacturing sector support</li> <li>- Timber &amp; Design Cluster (GRID) development</li> <li>- Film Industry Development initiatives</li> <li>- Agriculture &amp; agro-processing initiatives</li> <li>- Maritime manufacturing and services industry cluster support</li> <li>- Tourism Development Programme:</li> </ul>	2019/2021	<ul style="list-style-type: none"> <li>• Upgrading of the CBD in Knysna Grey Street upgrade project (pilot). Construction will be coordinated by Public Works Department. .</li> <li>• Development of a sector support strategy in line with national, provincial and local economic development objectives and programmes</li> <li>• Supporting industry partnerships that focus on increasing trade, business development and skills development.</li> <li>• Planning phase for tourism development programme Phase 1 2020/2021</li> </ul>

PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	PROGRESS
	<ul style="list-style-type: none"> <li>○ Tourism product development</li> <li>○ Tourism infrastructure development</li> <li>○ Tourism skills development</li> </ul>		
<b>Strengthening the Knysna Oyster Festival and Developing New Niche Events in Winter Months</b>	<ul style="list-style-type: none"> <li>- Coordination support for Knysna Oyster Festival in conjunction with tourism stakeholders and event organizers.</li> <li>- Development of new off-season events with event organizers</li> </ul>	2019/2021	Knysna Oyster Festival coordination structure established.

#### 7.4 Workplace Skills Plan

Knysna Municipality has a skills development plan, which is updated and reviewed annually in line with the prescripts of the Skills Development Act of 1998. The Act aims to improve the quality of life of the labour force, to encourage the labour force to be self-motivated and to encourage workers to participate in leadership and other programmes. The municipality promotes and implements skills development strategies to facilitate the implementation of objectives of the Integrated Development Plan. Although the Director: Corporate Services drives the Workplace Skills Plan, every municipal department is required to implement the plan and allocate budgets accordingly. The WSP also needs to identify areas where skills shortages exist with a strong focus on developing scarce skills internally which will also assist to stimulate the local economy.

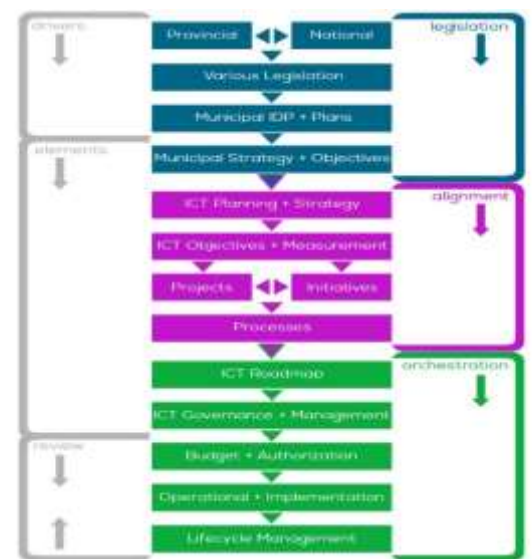
#### 7.5 Information & Communication Technology

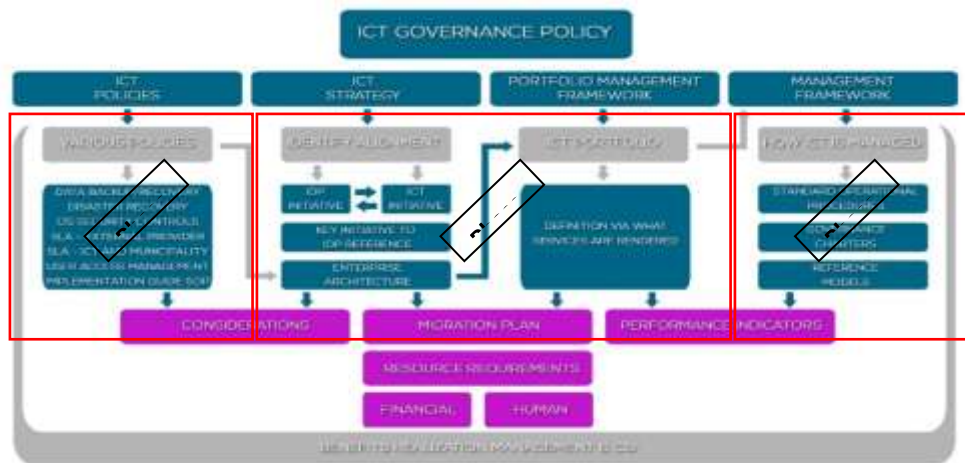
One of the focus areas of Knysna Municipality is to establish adequate institutional capacity to achieve the strategic objectives of Council as captured in this IDP document. Apart from human and technical resources, ICT is one of such resources, which is critical for a local authority to function optimally. Knysna Municipality's ICT capacity is performed within the following context:

Knysna Municipality has developed a comprehensive ICT Management Framework as part of its enablement phase which also governs an ICT policy which is applicable to all users of computer hardware and software of the municipality.

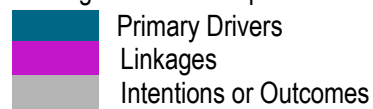
The ICT department is implementing its implementation plan as follow:

- Phase 1: Enablement phase (2017)
- Phase 2: Strategic alignment phase (2019)
- Phase 3: Continuous improvement of ICT corporate governance (beyond 2019)





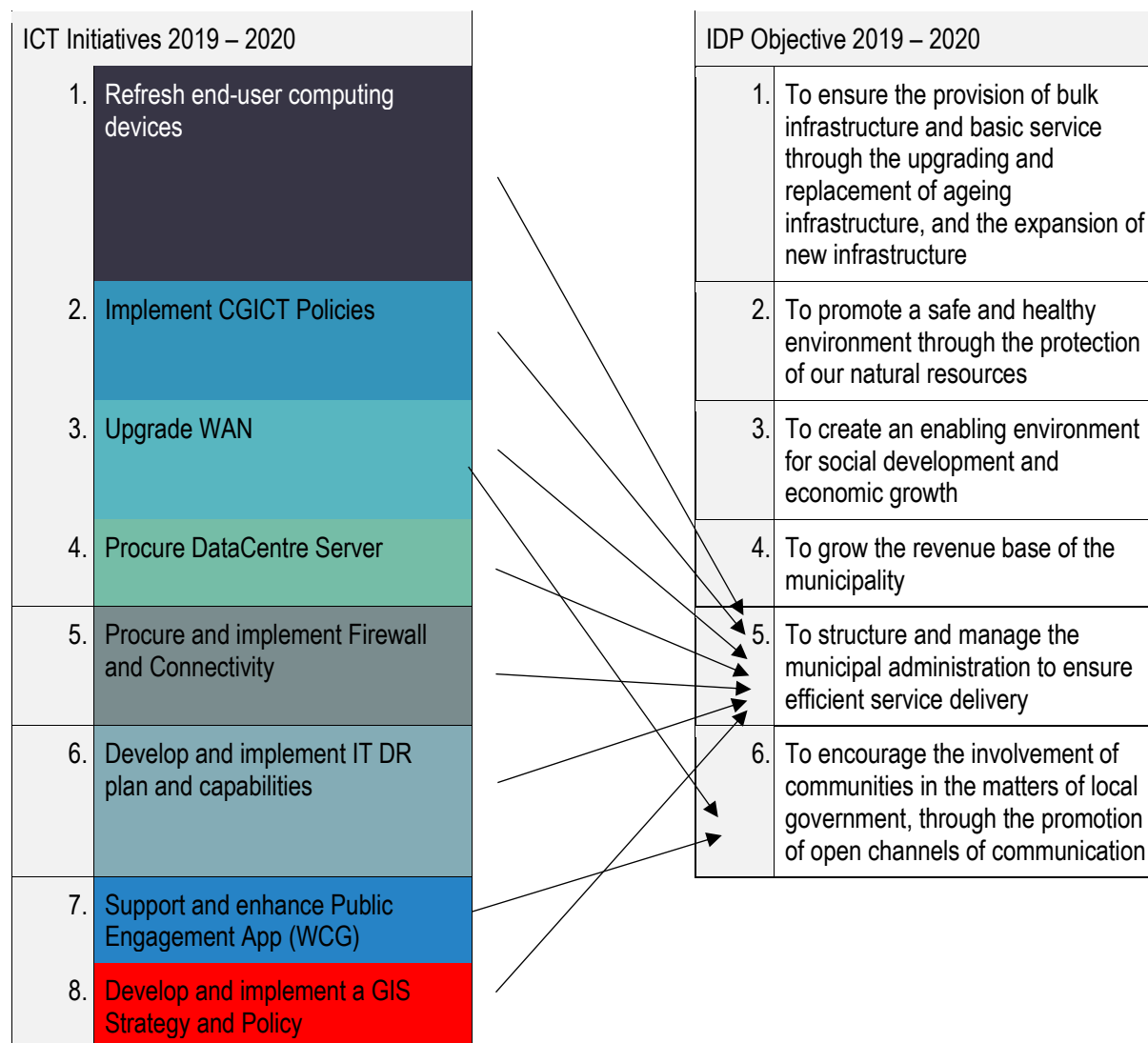
The legend below will provide context around how the above framework may be understood:



### 7.5.1 ICT Strategic Alignment

The intent is to align the ICT Strategy with the municipal IDP and this section deals with the elements of the ICT strategy and its alignment with the IDP.

A number of ICT initiatives have been identified to ensure that the municipality can be enabled to seize the opportunities that ICT and digitization offer that can influence the efficiency and effectiveness of service delivery. In addition, ICT enablement allows the municipality to identify innovation opportunities that could be catalysts in improving service delivery to our citizens. An alignment between identified ICT initiatives and the IDP are as follows:





## 7.6 Occupational Health & Safety

Occupational Health and Safety (OHS) management is a system of identifying, analysing, evaluating, monitoring, and controlling of all health and safety hazards and risks in the workplace. It aims to ensure that the best possible working conditions in the organisation are maintained. This helps to reduce workplace accidents and illness, cutting out related costs, downtime and absenteeism, as well as prioritising the wellbeing of staff. Better, safer working conditions lead to better performance and enhanced productivity. This ensures that the available human resources are optimized and the municipality is able to deliver services of a high standard to the community. This will assist the municipality in achieving its strategic goals.

Knysna Municipality's Occupational Health and Safety Plan is updated monthly and reviewed annually. The key actions of the plan are to ensure a healthy and safe working environment and healthy employees, by:

- Enforcing compliance to the OHS legislation.
- Finalizing all OHS appointments as specified by the OHS legislation.
- Completing Health Risk Assessments on a continued basis.
- Investigating and reporting of all incidents
- Conducting annual OHS audits
- Placing all employees on an OHS medical surveillance programme
- Arranging Occupational Hygiene Monitoring
- Running a hearing conservation programme for all employees
- Ensuring ongoing OHS-related training at all levels of the organization
- Keeping of all records and documents as stipulated by OHS legislation
- Ensuring that all contractors adhere to the Construction Regulations requirements
- Focusing on increasing the educational talks to be held at all sections

Some of the challenges experienced are:

- Most of the OHS committees have not held meetings.
- Some employees are close to retirement age and therefore are not as committed to complying with legislation requirements, as the municipality would prefer.
- Not all requirements of the OHS legislation is being adhered to due to budgetary constraints, for e.g. annual OHS medical examinations and inoculations for the employees exposed to hazardous biological agents.
- Even though employees receive OHS training every year, there is still some resistance to implementing the tools they were given to improving the working environment. Line managers are required to enforce implementation in their sections.
- Keeping records and documents as required by legislation.
- The delaying of the finalization of the organizational review is having an impact on the planning and implementing of the OHS appointments because it results in the re-election of the Health and Safety Representatives being on hold.

Response required	Municipal Action	Progress	Time Frame
<b>Appointments as required by OHS legislation, for e.g. 16(2) appointees, GMR(2) appointees, Health and Safety Representatives, First Aiders, etc.</b>	Ensure that all OHS appointments are completed	90%	2019/2020
<b>Establish OHS Committees and have meetings at least every 3 months</b>	Ensure that all committees have been established and is functioning properly	OHS committees have been established, but not all are functioning properly	2019/2020
<b>Identify the hazards and evaluate the risks associated with listed work</b>	Conduct Health Risk Assessments in all areas	75%	2019/2020
<b>Employees exposed to listed work should be subjected to medical surveillance</b>	Subject employees to medical surveillance	100%	2019/2020

**Table 16:** Implementation of Occupational Health & Safety Plan

Despite all the challenges, Knysna Municipality has improved the implementation of OHS legislative requirements. Knysna Municipality has 76 Health and Safety Representatives who play a role in assisting management to improve compliance to OHS legislation. Even though record keeping amongst the sections is a challenge, training is currently provided in this regard and the OHS Officer visits the sections regularly to support and advise the supervisors on different tools to be used, i.e. compiling registers, standing operational procedures, etc.

A software consultant has developed an OHS Programme (called iDesk) to improve the reporting of incidents by all employees. The software has been finalised and is assisting with the following aspects:

- An electronic incident register
- Health risk assessment
- Employer's report

Supervisors and employees are still struggling to identify the risks, but training is provided in this regard and the OHS Officer conducts monthly inspections; the findings are recorded on an incident register and recommendations are forwarded to the supervisors for discussion at the OHS Committee meetings.

The maintenance of buildings and equipment has improved and any renovations are dealt with timeously. Renovations, which are costly to rectify, is reported to top management for action. Housekeeping in most of the sections has improved substantially and supervisors take immediate action to remove any damaged items and disposing of items in a timeously manner.

## 7.7 Risk Management Plan

STATUS QUO		CHALLENGES	RISKS
<b>LEVEL OF SERVICE</b> Fully functional service.	<b>INFRASTRUCTURE CONSTRAINTS</b> Limited office space with no room for expansion.	<b>HUMAN RESOURCE CAPACITY</b> CRO and Risk Clerk however, they also support other functions, Performance and Compliance respectively. CRO currently reporting to Manager Performance, Internal Audit and Risk Management (PIARM)	Lack of internal risk ownership by management  Delay in approval of amended staff structure i.e. amending CRO reporting line from Manager PIARM to MM in line with best practice.
<b>INFRASTRUCTURE</b> General office and IT.			
<b>CAPACITY</b> Significant Internal institutional employee knowledge supported by the external IA service provider.			
<b>PARTNERSHIPS</b> Western Cape Provincial and Eden District CRO forums.			
<b>CURRENT PROGRAMMES/PROJECTS</b> Co-sourced Internal Audit function with EY Risk Based internal audit.	<b>TECHNOLOGICAL RESOURCES</b> No dedicated Risk Management software reliance on Financial and Corporate systems.		
PROPOSED INTERVENTIONS	DELIVERABLES	TIMEFRAMES	TARGETS
Risk Register	Approved EMC Risk Register.	Annually	Obtain approval (sign off) from the RMC on the Strategic Risk Register by July of each financial year.
Risk Management Committee (RMC)	Quarterly meetings of the RMC	Annually	A minimum of 4 meetings to be held by 30 June of every financial year.
Risk Based Audit Plan (RBAP) based on Risk Register and processes.	Provide Internal Audit with an updated (Current) Risk Register	Annually	Completed and approved risk register for submission to IA and Audit Committee for RBAP purposes by July of every financial year.
Review of: Risk Management Strategy and Policy, and Risk Management Committee Charter	Review Risk Management Strategy, Policy, and Risk Management Committee Charter by CRO.	Annually	Reviewed Risk Management Strategy, Policy, and Risk Management Committee Charter. Risk Management Committee comments on documents and submit to Council for approval; <b>if any</b> amendments are required by June of every financial year.

# Chapter 8: IDP & MSDF Alignment

## 8.1 Context

A Municipal Spatial Development Framework (MSDF) is required in terms of both the Spatial Planning & Land Use Management Act (2013) (SPLUMA) and the Municipal Systems Act (2000) (MSA), is a core component of a municipality's Integrated Development Plan (IDP). The IDP drives budget prioritisation and allocation decisions.

The MSDF is essentially a tool to achieve the desired spatial form of the municipality over a long-term horizon and plays a leading role in the broader municipal planning system. It must also seek to draw the vision, principles and policy directives set out in national and provincial legislation, strategies, policies and plans into the municipality's planning. Importantly, the municipality's spatial transformation vision and plan will not be realised without the close alignment of budget prioritisation and allocation decisions across the spheres of government that allocate and manage land use rights.

The MSDF also leads the Municipality's policy-driven Land Use Management System. It provides the framework for decisions made in terms of the Knysna Municipality's Standard By-Law on Municipal Land Use Planning. It is important to note that a MSDF does not confer or take away land use rights but guides decisions associated with the management of such rights. In terms of section 22 of SPLUMA, the decision-making authority, when deciding on an application, must make a land development decision, which is consistent with the MSDF.

## 8.2 Process

A Knysna Municipal Spatial Development Framework (MSDF) Synthesis was approved in 2017, to commence the amendment of its SDF. The Knysna Municipality continued the amendment process of the MSDF Synthesis as part of the 2018/19 review of the IDP. This amendment followed the Intergovernmental Steering Committee process in terms of Section 3(1)(a) of the Knysna Municipality Municipal Planning Bylaw (2016).

The Status Quo Report and draft revised MSDF, which incorporates a draft Capital Investment Framework was tabled to Council on 18 March 2019. Following the closing of the public commenting period on 21 May 2019 and the ward based public participation engagements, extensive inputs were received. The process is concluded and the comments received have been addressed. A report was compiled on the public and stakeholder input received and the Municipality's response as to how this input informed the revision and finalisation of the MSDF. This report is included with the final amended MSDF submitted to Council for approval.

## 8.3 Policy & Strategy Amended

The spatial planning vision leading the Knysna MSDF is to *"Establish Knysna as an authentic place that works for its residents and continues to attract visitors. Build a complete, just and inclusive ecosystem"*. The MSDF seeks to advocate smart growth, promoting synergy between its people, their needs and the environment to achieve sustainability, resilience and realise sufficient opportunity and resources for all of Knysna's people. To implement the vision, two spatial strategies frame the approach to the MSDF:

- I. *Manage risk, safeguard resilience: The integrity of Knysna's environmental and economic assets must be central to a secure future for all.*

The objective of this strategy is to protect and rehabilitate the functionality of Knysna's environmental services and systems - natural assets. These support life and livelihoods, offer the potential for further prosperity, as well as buffer the impacts of climate change and extreme events to life and property.

- II. *Drive inclusivity for economic and social well-being: Access to opportunity for all.*

The two objectives of this strategy are to:

- promote development that is inclusive, integrated and efficient, located in the right place and of a high urban design quality, to ensure that opportunities, services and amenities are accessible to all in an equitable manner.
- recognize that there are limited resources and there will be in the long term. These resources must be shared in a strategic manner, where they are leveraged effectively for the benefit of as many people in need as possible, while basic needs are met.

There is limited scope for outward growth of the KMA's settlements. There are significant direct and indirect costs that accompany opening up new land. The MSDF, therefore, promotes immediate and short term mixed income infill residential development with some supporting mixed land uses, in line with a densification strategy.

In the medium term to long term urban growth of Knysna town should be directed to adjacent land at Windheuwel to the north of the northern area and/or adjacent forestry land at Kruisfontein to the west of northern area, between the Prince Alfred Pass and north of the N2.

The MSDF promotes a concerted approach to open up housing development opportunities in a way that does not perpetuate current patterns of segregation and increased distance between low-income residential areas and social facilities, amenities and economic opportunities.

Increasing infill and densification or incentivising densification will involve ensuring that existing reticulation networks are maintained and in undertaking the maintenance, upgrading is done to enhance capacity. Refurbishment of reticulation infrastructure is a key challenge. The MSDF identifies categorised priority infrastructure investment areas, areas for upgrade, areas for consolidation and areas for medium and long term investment planning, as part of a capital investment framework.

### **Spatial Proposals Amended**

Settlement Hierarchy- has been amended to align with draft NSDF, PSDF, CSIR Framework.

Rural/Tourism and Appropriate Development now also include 'Sustainable leveraging of biodiversity for economic development strongly supported.

Integrated centres and accessibility network in Knysna town – Knysna CBD reduce 5 to 4 storeys (12m) as per the Municipal Zoning Scheme By-Law for business premises, also applicable to residential property in the area.

Accessibility and Mobility Network/ Accessibility Network – The funicular proposal as approach promoting greater safety

Public space system and Non-motorised transport network – Central Park development to include consideration of northern edge as an economic development opportunity and importance with a focus on public transport safety/ non-motorised transport concessions across the park Heidenvallei and Northern Areas.

Accommodating Urban Growth – The dynamic nature of the environment and estimate nature of information. In Sedgefield inclusionary housing is proposed as per SPLUMA. The medium to long term residential growth focus is directed to the areas north of the northern areas and to the east of Knysna town as a long term growth area. The future forestry hamlets along the N2 is focussed to the east of Knysna town and their incorporation into the broader housing programme.

Inclusive infill development – Incentives for inclusive development in the restructuring zone with listed sites presented is not exhaustive (*noting that additional sites have been identified in the CBD area by HDA but not specified in this report*). An inclusionary housing requirement should be applied in terms of the Municipality's Land Use Scheme, as expected by SPLUMA, to the restructuring zone but should also be tested for application more widely in the Knysna Town Area where undeveloped land within the urban edge is proposed or and any redevelopment of land for multiple housing units.

Adequate provision of facilities – Schools, facilities required to accommodate household growth over the next 10 years. Cemeteries' space must be appropriately investigated with detailed needs analysis and proposed detailed- service response over a planning period.

### **Spatial policies and Guidelines Amended**

Details of amendments are included in Annexure 3 – Records of Amendments to SDF

### **Implementation Framework Amended**

Sector Plan alignment - *4.1.2.2 Human Settlements Plan*

The need to verify backlogs noted to include informal settlement, backyarding and over-crowding. Bullet added re the need for this plan to include a vacant and under-utilised land audit of the Knysna town area. Bullet added regarding the need to review and plan for/ confirm the future approach to the "bosdorpies" with particular reference to Middelerf, Springfield and Swaneberg

Local Area Planning Priorities - Design guidelines for streetscape improvements added.

The prioritization of a local area spatial development framework for the area between Simola and Blaricum Heights removed as this has been reviewed as an inappropriate growth direction for Knysna town. The Welbedacht/ Eastford Downs area is identified as a priority area for local area planning to guide future development and densification, text regarding planning in this area previously contained in the section dealing with 'Urban Edge Delineation' has been moved here. The consideration of land use implications of a possible intersection between the existing N2 and N2 bypass in this area in the future added here. A local development plan with a sustainability focus is identified as a priority need for the Western Heads area. Paragraph added noting capacity constraints for undertaking local area planning on the part of the Municipality and supporting the development of partnerships that might allow such exercises to be led by others on the basis of clear terms approved upfront by the Municipality.

### **Urban Area – (new section) detailed description in 4.1.4 Amended**

Spatial Categories for investment planning and prioritisation. - Medium – Long Term Urban Growth Area. Text reads; towards the north of Concordia and eastwards along the N2. The need for careful consideration of a number of associated concerns are documented here.

4.3 Capital Expenditure Framework - Summary for the key findings/ conclusions of the CEF included with proposals for consideration in a reiteration of the CEF.

Other detailed amendments are reflected in Annexure 3, for ease of reference.

The MSDF gives spatial expression to the Knysna Municipality's service delivery and development agenda, and directs and guides development and management activities in the Municipality's urban and rural areas. It embraces the principles of SPLUMA and pursues sectoral legislative and policy intent and priorities.



# Chapter 9: Performance Management

The Knysna Municipality's Performance Management System (PMS) is guided by legislation and serves as the primary tool to monitor, measure, and review the implementation of its Integrated Development Plan (IDP) and Medium Term Revenue and Expenditure Framework (MTREF) by promoting and measuring efficiency, effectiveness and the impact of all its strategic objectives and operational functions through the Service Delivery and Budget Implementation Plan (SDBIP). The success of PMS is dependent on the quality of the IDP and MTREF, as required by the Local Government: Municipal Finance Management Act, 2003 (Act No. 53 of 2003).

The objective of the system include the following and are aligned with the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) and the guidelines of the Department of Development Planning and Local Government:

- Facilitate:
  - o Strategy development;
  - o Increased accountability;
  - o Learning and improvement; and
  - o Decision-making.
- Provide early warning signals of underperformance;
- Create a culture of best practice; and
- Compliance with legislation.

## 9.1 Service Delivery and Budget Implementation Plan (SDBIP):

The SDBIP is an implementation tool of the approved IDP and MTREF, and serves as a contract and provides the vital link between the Administration, Council and Community which expresses the goals and objectives set by the Council as quantifiable outcomes that can be implemented by the Administration in a financial year, through setting in-year information, such as quarterly services delivery and monthly budget targets, linking each service delivery output to the budget of the municipality, thus enabling monitoring and evaluation.

The SDBIP is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and in-year deadlines, and linking such targets to top management. The lower layer details of the SDBIP requires more detail on each output for which they are responsible for, and breaking up such outputs into smaller outputs and linking these to each middle-level manager.

The format of the SDBIP is prescribed by the LG: MFMA, Circular No. 13, as issued by the Department: National Treasury of the Republic of South Africa. The five necessary components are:

1. Monthly projections of revenue to be collected for each source.
2. Monthly projections of expenditure (operating and capital) and revenue for each vote.
3. Quarterly projections of service delivery targets and performance indicators for each vote.
4. Ward information for expenditure and service delivery.
5. Detailed capital works plan broken down by ward over three years.

## 9.2 Alignment Tables:

The following table outlines the alignment of Knysna Municipalities SDBIP to national requirements and municipal strategic objectives:

Strategic Focus Area / National Key Performance Area (NKPA and MKPA)	Strategic Objective (SO)	Priority (PR)
Basic Service Delivery	To improve and maintain current basic service delivery through specific infrastructural development projects	Sanitation
		Electricity
		Streets and Storm Water Management
		Water Supply
		Integrated Human Settlements
	To promote a safe and healthy environment through the protection of our natural resources	Environmental Conservation
Local Economic Development	To create an enabling environment for social development and economic growth	Disaster management
		Decent employment opportunities and job creation
		Rural development
		Youth development
		Care for the elderly
		Opportunities for women and people living with disability
Municipal Financial Viability and Transformation	To grow the revenue base of the municipality	HIV/Aids awareness
		Sound Financial Planning

Municipal Transformation and Organisational Development	To structure and manage the municipal administration to ensure efficient service delivery	Institutional capacity building
Good Governance and Public Participation	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Ward committees System
		Communication
		Responsive and accountable system of Local Government

The following table outlines the horizontal alignment of Knysna Municipality's SDBIP against Local, District, Provincial and National strategies:

LOCAL	DISTRICT	PROVINCIAL	KEY PERFORMANCE AREAS	NATIONAL	NATIONAL
<b>Knysna Strategic objectives</b>	<b>Garden Route District Municipality Strategic Objectives</b>	<b>Provincial Strategic Goals</b>	<b>National and Municipal</b>	<b>National Development Plan</b>	<b>Sustainable Development Goals</b>
To create an enabling environment for social development and economic growth.	Grow the district economy	Creating opportunities for growth and jobs	Local Economic Development	An economy that will create more jobs	No poverty
					No hunger
					Good jobs & economic growth
To promote a safe and healthy environment through the	Promote sustainable environmental	Enable a resilient, sustainable, quality and	Basic Service Delivery	Environmental Sustainability and resilience	Sustainable cities & communities
					Renewable energy

LOCAL	DISTRICT	PROVINCIAL	KEY PERFORMANCE AREAS	NATIONAL	NATIONAL
Knysna Strategic objectives	Garden Route District Municipality Strategic Objectives	Provincial Strategic Goals	National and Municipal	National Development Plan	Sustainable Development Goals
protection of our natural resources.	management and public safety	inclusive living environment			Climate change
					Responsible consumption
To structure and manage the municipal administration to ensure efficient service delivery.	Build a capacitated workforce and communities	Improving education outcomes and opportunities for youth development	Municipal Transformation and Organisational Development	Improving the quality of education	Quality education
To promote a safe and healthy environment through the protection of our natural resources.	Healthy and socially stable communities	Increase wellness, safety and tackling social ills	Basic Service Delivery	Health Care for all	Good health
To grow the revenue base of the Municipality	Increase social cohesion	Enable a resilient, sustainable, quality and inclusive living environment	Municipal Financial Viability and Transformation	Nation building and Social Cohesion	Gender equality
					Reduced inequalities
					Peace & justice
To improve and maintain current basic service delivery through specific infrastructural development projects	Conduct regional bulk infrastructure planning, implement projects, roads maintenance, public transport, manage	High speed broadband infrastructure	Basic Service Delivery	Improving Infrastructure & Building safer communities	Clean water & sanitation
					Innovation and infrastructure

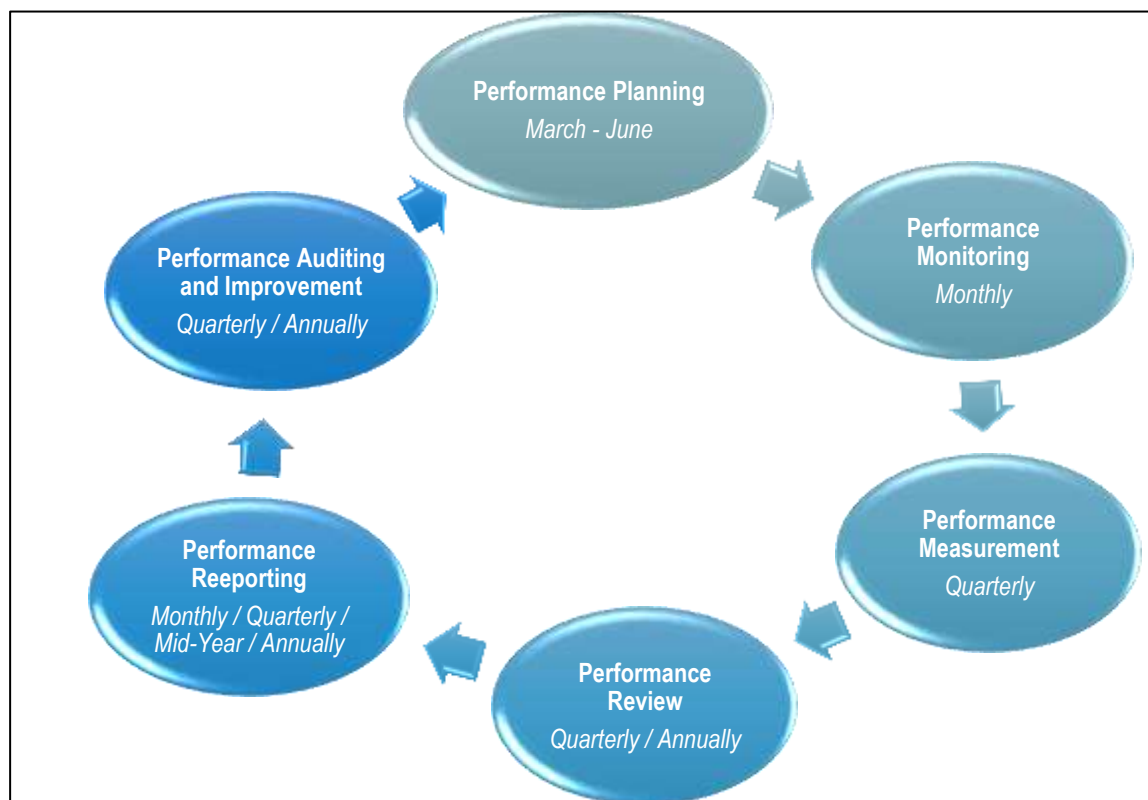
LOCAL	DISTRICT	PROVINCIAL	KEY PERFORMANCE AREAS	NATIONAL	NATIONAL
<b>Knysna Strategic objectives</b>	<b>Garden Route District Municipality Strategic Objectives</b>	<b>Provincial Strategic Goals</b>	<b>National and Municipal</b>	<b>National Development Plan</b>	<b>Sustainable Development Goals</b>
	and develop Council fixed assets				
To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication.	Promote good governance	Embed good governance and integrated service delivery through partnerships and spatial alignment	Good Governance and Public Participation	Reforming the public service through better economic Infrastructure	Partnerships for the achievements of the goals

Reporting on the SDBIP is required by and prescribed in the LG: MFMA wherein the roles and responsibilities of the Mayor and Accounting Officer are outlined. The various in-year reporting requirements include:

- *Monthly:*
  - Section 71 of the LG: MFMA requires that the Accounting Officer must by no later than 10 working days after the end of each month, report on the state of the municipality's budget reflecting year-to-date actuals against revenue and expenditure, and projections for the remainder of the financial year.
- *Quarterly:*
  - Section 52(d) of the LG: MFMA requires that the Mayor must, within 30 days after the end of each quarter, report on the implementation of the budget and the financial state of affairs of the municipality. The non-financial information contained in the SDBIP, forms part of this report.
- *Mid-Year:*
  - Section 72 of the LG: MFMA requires that the Accounting officer must by 25 January of each year, assess the performance of the municipality during the first half of the financial year, taking into account the monthly reports as done in terms of Section 71, including service delivery performance, targets and performance indicators set in the SDBIP.

As a result of the preceding, the Municipality is required by Section 46 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) to prepare for each financial year a performance report reflecting municipal performance and of each external service provider, including targets and performances in this regard for the previous financial year, and measures taken to improve performance.

The performance cycle can be summarised in the following diagram:





### 9.3 Performance Management Framework:

The purpose of the Performance Management Framework is to provide guidance and a platform to the Municipality in terms of planning, implementation, assessing, monitoring, measuring, reviewing and managing performance throughout the organisation. The framework outlines the course on how the municipality's performance process, for the organisation as a whole will be conducted, organised and managed

The framework has the following objectives:

- Clarify processes of implementation;
- Ensure compliance with legislation;
- Demonstrate how the system will be piloted;
- Define clear roles and responsibilities of the various stakeholders;
- Promote accountability and transparency; and
- Reflect the linkage between the IDP, MTREF and Service Delivery and Budget Implementation Plan (SDBIP) and service provider performance.

The most recent Performance Management Framework of the Municipality was approved during May 2012 and will again be presented to Council at the end of May for approval together with a Draft SDBIP for 2020/21 for council 's considered approval.

## DRAFT 2020-21 TOP LAYER SDBIP

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL1	Municipal Manager / Corporate Services	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Council effective functioning measured by the annual number of ordinary scheduled council meetings held.	Number of ordinary scheduled council meetings held per annum	ALL	#	Good Governance and Public Participation	11	2	2	3	3	10
TL2	Municipal Manager/ Corporate Services	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Council committee system effectiveness, measured by the annual number of scheduled committee meetings held.	Number of Section 80 committee meetings held per annum	ALL	#	Good Governance and Public Participation	New	2	2	3	3	10
TL3	Municipal Manager / Corporate Services	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	The number of people from EE target groups employed in three highest levels of management which comply with the Employment Equity Plan, measured by the number of people from employment equity target groups employed (newly appointed) in the three highest levels of management x100 in compliance with the municipality's approved Employment Equity Plan by 30 June 2021	The percentage (%) of appointments made in the three highest levels of management approved Employment Equity Plan	ALL	%	Municipal Transformation and Organisational Development	%	-	-	-	-	%

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL4	Municipal Manager	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	The Top Layer SDBIP is approved by the Mayor within 28 days after approval of the Main Budget	Top Layer SDBIP approved within 28 days after the Main Budget has been approved	ALL	#	Good Governance and Public Participation	New	-	-	-	1	1
TL5	Municipal Manager	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Adhere to the Performance Framework by the timeous development and signing of the Section 56 and 57 performance agreements	Number of signed performance agreements of Section 57 managers within 14 days of approval of the SDBIP	ALL	#	Good Governance and Public Participation	100%	6	-	-	-	6
TL6	Municipal Manager	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Conduct scheduled performance evaluation of Section 56 and 57 managers in line with signed performance agreements.	Number of formal evaluations completed per Section 57 employee	ALL	#	Good Governance and Public Participation	2	1	-	1	-	2
TL7	Municipal Manager	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Risk based audit plan approved by Audit Committee for 2021	Risk based audit plan approved by September 2021	ALL	#	Municipal Financial Viability and Management	1	-	-	1	-	1

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL8	Municipal Manager	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Functional performance audit committee measured by means of meetings where committee dealt with performance reports	Number of meetings	ALL	#	Good Governance and Public Participation	2	-	1	1	-	2
TL9	Municipal Manager	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Submit the IDP/Budget Time Schedule to Council for approval by 31 August 2020	IDP/Budget Time schedule submitted to Council	ALL	#	Good Governance and Public Participation	1	1	-	-	-	1
TL10	Municipal Manager	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Ensure IDP is reviewed and presented to Council for approval before start of the new FY.	IDP approved by before start of new FY	ALL	#	Good Governance and Public Participation	1	-	-	-	1	1
TL11	Financial Services	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Develop and Submit Quarterly Section 52(d) Report to Council for approval	Section 52(d) report submitted to Council	ALL	#	Good Governance and Public Participation	4	1	1	1	1	4

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL12	Municipal Manager	To grow the revenue base of the municipality	Capital conditional grant spending measured by the percentage (%) spent	Percentage (%) of the grant spent i.t.o Budget allocations	ALL	%	Municipal Financial Viability and Management	%	20%	40%	70%	95%	95%
TL13	Municipal Manager	To grow the revenue base of the municipality	Operational conditional grant spending measured by the percentage (%) spent	Percentage (%) of the grant spent i.t.o Budget allocations	ALL	%	Municipal Financial Viability and Management	%	15%	30%	60%	95%	95%
TL14	Municipal Manager	To grow the revenue base of the municipality	Review and prioritisation of risk register	Reviewed and prioritised risk register by February	ALL	#	Good Governance	1	-	-	1	-	1
TL15	Municipal Manager	To grow the revenue base of the municipality	Compliance with all the relevant legislation tested annually	Zero (0) findings in the Auditor General's report on non-compliance with laws and regulations	ALL	#	Municipal Financial Viability and Management	New KPI	-	0	-	-	0
TL16	Municipal Manager	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Develop and submit Section 46 Report and Oversight Report to Council for approval	Section 46 Report and Oversight Report submitted to Council	ALL	#	Good Governance and Public Participation	1	-	-	1	-	1

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL17	Municipal Manager	To grow the revenue base of the municipality	The percentage of the municipality capital budget actually spent on capital projects by 30 June 2020 {(Actual amount spent on projects/Total amount budgeted for capital projects)X100} as identified in the IDP as at 30 June 2021	% of municipality's capital budget spent on capital projects identified in the IDP for the 2020/2021 FY	ALL	%	Municipal Financial Viability and Management	95%	-	-	-	95%	95%
TL18	Corporate Services	Municipal Transformation and Institutional Development	The percentage of a municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2021 {(Actual total training expenditure divided by total personnel budget)x100}	% of municipality's personnel budget actually spent on implementing its workplace skills plan as at 30 June 2021	ALL	%	Municipal Transformation and Organisational Development	90%	20%	40%	60%	90%	%
TL19	Corporate Services	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Submit the Workplace Skills Plan to the LGSETA by 30 April 2021	Workplace Skills Plan submitted to the LGSETA by 30 April 2021	ALL	#	Municipal Transformation and Organisational Development	1	-	-	-	1	1



Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL20	Corporate Services	Municipal Transformation and Institutional Development	100% of Council resolutions implemented and reported on within 7 days after Council meeting	Percentage% of Council resolutions implemented and reported on	ALL	%	Municipal Transformation and Organisational Development	New KPI	100%	100%	100%	100%	100%
TL21	Corporate Services	Municipal Transformation and Institutional Development	Report on a scheduled basis to Council on status of Council owned properties for the FY under review	# of scheduled reports to Council on status of council owned properties	ALL	#	Municipal Transformation and Organisational Development	New KPI	1	1	1	1	4
TL22	Directorate Technical Services	To improve and maintain current basic service delivery through specific infrastructural development projects	Management of water provision systems to minimise water losses by implementing measures to reduce water losses	Percentage (%) water losses calculated based on methodology of Dept Water Affairs – Balancing Report	ALL	%	Basic Service Delivery	%	25%	24%	23%	22%	24%

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL23	Directorate Technical Services	To improve and maintain current basic service delivery through specific infrastructural development projects	Provide clean piped water to formal residential properties which are connected to the municipal water infrastructure network	Number of formal residential properties billed for clean piped water in accordance with the Promun financial system	ALL	#	Basic Service Delivery	1522	-	-	-	-	1522
TL24	Directorate Technical Services	To improve and maintain current basic service delivery through specific infrastructural development projects	Provide sanitation services to residential properties which are connected to the municipal waste water (Sanitation/ Sewerage) Network & are billed for sewerage service, irrespective of the number of water closets (toilets).	Number of residential properties which are billed for sewerage in accordance with the Promun financial system.	ALL	#	Basic Service Delivery	1522	1522	-	-	-	1522
TL25	Directorate Technical Services	To improve and maintain current basic service delivery through specific infrastructural development projects	Provide electricity to formal residential properties connected to the municipal electrical infrastructure network for both credit and prepaid electrical metering	Number of formal residential properties connected to the municipal electrical infrastructure network	ALL	#	Basic Service Delivery	1522	-	-	-	-	1522
TL26	Directorate Technical Services	To improve and maintain current basic service delivery through specific infrastructural development projects	Water capital spending measured by the percentage (%) of budget spent	Percentage (%) spent of approved water capital projects as per approved budget	ALL	%	Basic Service Delivery	95%	-	-	-	95%	95%

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL27	Directorate Technical Services	To improve and maintain current basic service delivery through specific infrastructural development projects	Municipal Streets and Storm water capital spending measured by the percentage (%) of budget spent	Percentage (%) spent of approved Streets and Storm water capital projects as approved budget	ALL	%	Basic Service Delivery	-	-	-	-	95%	95%
TL28	Directorate Technical Services	To improve and maintain current basic service delivery through specific infrastructural development projects	90% compliance to general standards with regard to waste water outflow by 30 June 2021	% compliance to general standards by 30 June 2021	ALL	%	Basic Service Delivery	-	-	-	-	90%	90%
TL29	Directorate Technical Services	To improve and maintain current basic service delivery through specific infrastructural development projects	95% water quality level obtained as per SANS 241 physical and micro parameters by 30 June 2021	% of water quality level by 30 June 2021	ALL	%	Basic Service Delivery	-	-	-	-	95%	95%
TL30	Directorate Technical Services	To improve and maintain current basic service delivery through specific infrastructural development projects	Limit electricity losses to less than 10% by 30 June 2021 (Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated)x 100	% Electricity losses by 30 June 2021	ALL	%	Basic Service Delivery	-	-	-	-	-	%

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL31	Technical Services	Municipal Transformation and Institutional Development	100% of Council resolutions implemented and reported on within 7 days after Council meeting	Percentage% of Council resolutions implemented and reported on	ALL	%	Municipal Transformation and Organisational Development	New KPI	100%	100%	100%	100%	100%
TL32	Community Services	To promote a safe and healthy environment through the protection of our natural resources	Review the Disaster Management Plan and submit to Council for the financial year under review	Disaster Management Plan reviewed and submitted to Council before the end of FY	ALL	#	Basic Service Delivery	1	-	1	-	-	1
TL33	Community Services	Municipal Transformation and Institutional Development	100% of Council resolutions implemented and reported on within 7 days after Council meeting	Percentage% of Council resolutions implemented and reported on	ALL	%	Municipal Transformation and Organisational Development	New KPI	100%	100%	100%	100%	100%
TL34	Integrated Human Settlement	To improve and maintain current basic service delivery through specific infrastructural development projects	Review Human Settlements Master Plan and submit to the Portfolio Committee by 30 June 2021	Reviewed Human Settlements Master Plan submitted to the Portfolio Committee by 30 June 2021	ALL	#	Basic Service Delivery	1	-	-	-	1	1

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL35	Integrated Human Settlement	To structure and manage the municipal administration to ensure efficient service delivery	Formulate and annual review of Integrated Human Settlements Policies for Council approval	Council approved HIS policies	ALL	#	Municipal Transformation and Organisational Development	New KPI	-	-	-	1	1
TL36	Integrated Human Settlement	To improve and maintain current basic service delivery through specific infrastructural development projects	Strategic acquisition of Land and Properties	Strategic land and property acquired	ALL	#	Basic Service Delivery	New KPI	-	-	1	-	1
TL37	Integrated Human Settlement	Municipal Transformation and Institutional Development	100% of Council resolutions implemented and reported on within 7 days after Council meeting	Percentage% of Council resolutions implemented and reported on	ALL	%	Municipal Transformation and Organisational Development	New KPI	100%	100%	100%	100%	100%
TL38	Community Services	To promote a safe and healthy environment through the protection of our natural resources	Spend 85% of the approved project budget for the rehabilitation of the Knysna landfill site by 30 June 2021	% of budget spent by 30 June 2021	ALL	%	Basic Service Delivery	-	-	-	-	85%	85%

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL39	Financial Services	To grow the revenue base of the municipality	The main budget is approved by Council by the legislative deadline	Annual Approval of Main Budget before the end of June	ALL	#	Financial Viability and Management	1	-	-	-	1	1
TL40	Financial Services	To grow the revenue base of the municipality	The adjustment budget is approved by Council by the legislative deadline	Annual Approval of Adjustments Budget before the end of February	ALL	#	Financial Viability and Management	1	-	-	1	-	1
TL41	Financial Services	To grow the revenue base of the municipality	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2021	Number of residential properties which are billed for water or have pre-paid meters as at 30 June 2021	ALL	#	Financial Viability and Management	1522	1522	1522	1522	1522	1522
TL42	Financial Services	Sound Financial Management	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2021	Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June 2021	ALL	#	Financial Viability and Management	1522	1522	1522	1522	1522	1522



Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL43	Financial Services	To grow the revenue base of the municipality	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2021	Number of residential properties which are billed for sewerage as at 30 June 2021	ALL	#	Financial Viability and Management	1522	1522	1522	1522	1522	1522
TL44	Financial Services	To grow the revenue base of the municipality	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2021	Number of residential properties which are billed for refuse removal as at 30 June 2021	ALL	#	Financial Viability and Management	1522	1522	1522	1522	1522	1522
TL45	Financial Services	To grow the revenue base of the municipality	Monthly Outstanding debtors report submitted to Council	Number of outstanding Debtors reports submitted to Council	ALL	#	Financial Viability and Management	4	1	1	1	1	4
TL46	Financial Services	Municipal Transformation and Institutional Development	100% of Council resolutions implemented and reported on within 7 days after Council meeting	Percentage% of Council resolutions implemented and reported on	ALL	%	Municipal Transformation and Organisational Development	New KPI	100%	100%	100%	100%	100%

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL47	Financial Services	To grow the revenue base of the municipality	Financial Viability measured in terms extend to which the municipality generates operating surpluses (Total Operating revenue– Total Operating Expenditure)/Total Operating Revenue x 100%	% of operating surpluses generated as at 30 June 2021	ALL	#	Financial Viability and Management	<b>New KPI</b>	-	-	-	5%	5%
TL48	Directorate Technical Services	To improve and maintain current basic service delivery through specific infrastructural development projects	Provide free basic water to indigent households	Number of indigent households receiving free basic water as at 30 June 2021	ALL	#	Basic Service Delivery	1900	1900	1900	1900	1900	1900
TL49	Directorate Technical Services	To improve and maintain current basic service delivery through specific infrastructural development projects	Provide free basic electricity to indigent account holders connected to the municipal electrical infrastructure network	Number of indigent households receiving free basic electricity as at 30 June 2021	ALL	#	Basic Service Delivery	1900	1900	1900	1900	1900	1900
TL50	Directorate Technical Services	To improve and maintain current basic service delivery through specific infrastructural development projects	Provide free basic sanitation to indigent account holders connected to the municipal sanitation infrastructure network	Number of indigent households receiving free basic sanitation as at 30 June 2021	ALL	#	Basic Service Delivery	1900	1900	1900	1900	1900	1900

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL51	Community Services	To improve and maintain current basic service delivery through specific infrastructural development projects	Provide free basic refuse removal to indigent households	Number of indigent households receiving free basic refuse removal as at 30 June 2021	ALL	#	Financial Viability and Management	1900	1900	1900	1900	1900	1900
TL52	Financial Services	To grow the revenue base of the municipality	Compliance with GRAP to ensure effective capital asset management (PPE; Intangible; Investment Property, Biological and Heritage Assets)	Number of findings in the external Audit report on non-compliance with GRAP	ALL	#	Financial Viability and Management	-	0	-	-	-	0
TL53	Financial Services	To grow the revenue base of the municipality	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2021 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% Debt to Revenue as at 30 June 2021	ALL	#	Financial Viability and Management	45%	40%	40%	40%	40%	40%

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL54	Financial Services	To grow the revenue base of the municipality	Sound financial management by maintaining an acceptable Liquidity Ratio	Liquidity: Current Ratio, Calculated as (Current Assets / Current Liabilities	ALL	#	Financial Viability and Management	2:1	-	-	-	1:5	1:5
TL55	Financial Services	To grow the revenue base of the municipality	Financial viability measured in terms of the collection period,( average number of days) as at 30 June 2021, ((Gross Debtors - Bad Debt Provision) / Billed Revenue)) × 365	% Service debtors to revenue as at 30 June 2021	ALL	%	Financial Viability and Management	30 days				45	45
TL56	Financial Services	To grow the revenue base of the municipality	Financial viability measured in terms of the municipality ability to meet its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue during the month. as at 30 June 2021 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding	Cash/Cost coverage as at 30 June 2021	ALL	#	Financial Viability and Management	1:3	1:2	1:2	1:2	1:2	1:2

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
			(Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))										
TL57	Financial Services	To grow the revenue base of the municipality	Achieve a payment percentage of 95%(norm) by 30 June 2021 Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	Payment % as at 30 June 2021	ALL	%	Financial Viability and Management	95%	-	-	-	91%	91%
TL58	Financial Services	To grow the revenue base of the municipality	Review Long Term Financial Plan and submit to Council by 31 March 2021	Developed / Reviewed Long Term Financial Plan submitted to Council by 31 March 2021	ALL	#	Financial Viability and Management	1	-	-	-	1	1
TL59	Financial Services	To grow the revenue base of the municipality	Financial statements submitted to AG by 31 August	Financial statements submitted to Auditor General	ALL	#	Financial Viability and Management	1	1	-	-	-	1
TL60	Financial Services	To grow the revenue base of the municipality	Financial viability measured in terms of number of days taken for creditors to be paid Trade creditors outstanding/creditors purchases(operating and capital)x265	Number of days to pay creditors	ALL			30 days	30 days	30 days	30 days	30 days	30 days
TL61	Directorate Technical Services	To create an enabling environment for social	The number of temporary jobs created through the municipality's local	Number of people temporary employed	ALL	#	Local Economic Development	1600	-	-	-	1600	1600

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
		development and economic growth	economic development EPWP projects, measured by the number of people temporary employed in the EPWP programmes for the period	in the EPWP programs.									
TL62	Planning and Development	To promote a safe and healthy environment through the protection of our natural resources	Review of the Municipal Spatial Development Framework (SDF)	Reviewed SDF submitted to Council as part of the IDP review	ALL	#	Basic Service Delivery	1	-	-	-	1	1
TL62	Planning and Development	To promote a safe and healthy environment through the protection of our natural resources	Review and submit Draft Climate Change Strategy to Council	Number of Climate Change Strategies submitted to Council with IDP	ALL	#	Basic Services	1	-	-	-	1	1
TL63	Planning and Development	To promote a safe and healthy environment through the protection of our natural resources	Review of Planning By-law	Submit Planning By-law to Council by End June 2021	ALL	#	Basic Services	1	-	-	-	1	1
TL64	Planning and Development	To promote a safe and healthy environment through the protection of our natural resources	Develop/Review of Outdoor Advertising By-law	Submit Outdoor Advertising By-law to Council by End June 2021	ALL	#	Basic Services	1	-	-	-	1	1
TL65	Planning and Development	Municipal Transformation and Institutional Development	100% of Council resolutions implemented and reported on within 7 days after Council meeting	Percentage% of Council resolutions implemented and reported on	ALL	%	Municipal Transformation and Organisational Development	New KPI	100%	100%	100%	100%	100%

Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL66	Municipal Manager	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Develop and submit the Communication Strategy to Council by September 2020	Number of Communication Strategies submitted to Council by September 2020	ALL	#	Good Governance and Public Participation	<b>New</b>	1	1	-	-	2
TL67	Municipal Manager	To structure and manage the municipal administration to ensure efficient service delivery	Develop and submit the 2019/2020 Annual Performance Report (APR) to the Auditor-General of South Africa (AGSA) by August 2020	Number of APR's submitted to the AGSA by August 2020	ALL	#	Good Governance and Public Participation	<b>1</b>	1	1	-	-	2
TL68	Human Settlements Administration	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Facilitate four Housing Imbizo's in the Greater Knysna Municipal Area on the human settlements pipeline for the financial year	Number of Housing Imbizo's held	ALL	#	Good Governance and Public Participation	<b>New</b>	4	1	1	1	7
TL69	Human Settlements Administration	To improve and maintain current basic service delivery through specific infrastructural development projects	Service Sites for future housing development through the programme on the Upgrading of Informal Settlements Plan (UISP) and Enhanced People's Housing Process (EPHP)	Number of sites serviced through the Human Settlements Development Grant (HSDG) programmes	ALL	#	Basic Service Delivery	<b>New</b>	46	40	40	30	156



Ref. No	Department	Strategic Objective	KPI Name	Description Of Unit Of Measurement	Ward	Type	National KPA	Baseline	Sept Target	Jan Target	March Target	June Target	Overall Performance July 2020 - June 2021 Target
TL70	Human Settlements Administration	To improve and maintain current basic service delivery through specific infrastructural development projects	Construct and provide housing opportunities through the programme on Upgrading of Informal Settlements Plan (UISP); Enhanced People's Housing Process (EPHP); and Integrated Rural Development Program (IRDP)	Number of housing opportunities done through the Human Settlements Development Grant (HSDG) programmes	ALL	#	Basic Service Delivery	<b>New</b>	110	150	125	175	560

# Chapter 10: Financial Perspective

## 10.1 Consolidated financial overview

The message of the Minister of Finance, Mr. Tito Mboweni in his national budget speech on 26 February 2020 was optimistic, yet realistic to the political and economic challenges facing South Africa. He started his budget speech, with the following opening quote:

“The Aloe Ferox survives and thrives when times are tough. It actually prefers less water. It wins even when it seems the odds are against it”. He further closed his speech by reflecting on the words of Bram Fischer from the dock: “With confidence we lay our case before the whole world, whether we win or die, freedom will rise in Africa, like the sun from the morning clouds”.

Another quote from the speech of the Finance Minister reflecting the challenging but optimistic times was, “Winning requires hard work, focus, time, patience and resilience. Achieving economic growth and higher employment levels requires a plan”. The Minister did not leave the opportunity to also quote from the book of First Corinthians chapter 9 verse 24.

### Moody's downgrade

*Despite the positives, the question remains as to whether this budget will be enough to stave off what many analysts have seen as the inevitable Moody's downgrade? FNB Economist Siphamandla Mkhwanazi believes it may push the Moody's downgrade decision out until later in the year.*

### General budget overview:

Looking at the 2019 Budget in general, one of the key aspects was the announcement that debt will breach the 60% level for the first time in 2023/24. “Looking at the debt ratios and the fact that we are going to breach the expenditure ceiling that we held sacrosanct for many years, it does look slightly negative and may increase the chance of a downgrade. But that is not a given,” says Mkhwanazi.

### Other key takeout's from the budget include:

- Growth expectations have been pulled back to 1.5% in 2019 (down from 1.7%).
- Treasury now expects the economy to grow by just 0.3% in 2019.
- Tax revenue has been revised down by R15.4-billion compared to the October estimate.
- Excise duties on alcohol and tobacco have been increased.
- Eskom will receive further financial assistance from government, estimated at R60 billion over the next few years. However, other power alternatives are actively being investigated. This includes municipalities being able to source their power from elsewhere.
- Government guarantees for State-owned enterprises will be tightened. SAA is to get an additional R16.4 billion over the next three years to cover the airline's guaranteed debt and debt servicing costs, while Denel was granted a further R1-billion guarantee.

- In contrast, the Land Bank repaid its debt, reducing government's guarantee exposure.
- The public sector wage bill will be reduced, including plans to offer early retirement to civil servants nearing retirement age. The expected savings on the public sector wage bill is R160 million.
- Government expenditure is expected to increase 5.1% per year. This is mostly interest. Non-interest expenditure is expected to decline.
- In an effort to boost the fight against corruption, an additional R2.4 billion is being allocated to the NPA, Special Investigating Unit and Directorate for Priority Crime Investigation. This is aimed at clearing the backlog of cases, such as those emanating from the Zondo commission.

Overall, Minister Mboweni has walked the tightrope in acceptable fashion and delivered a realistic budget under difficult circumstances.

Knysna Municipality's final 2020/21 approved Capital Budget focusses on investing in the upgrading and renewal of existing infrastructure and creating new infrastructure. This is an important means of promoting sustainable growth and reducing poverty, and our budget allocations reflect this purpose. Our focus is on economic infrastructure and includes:

- electricity transmission;
- waste water treatment works;
- road building and maintenance; and
- water storage upgrades and network pipe replacement.

The budget policy framework for the next three years reflects a greater alignment with the NDP, as spending programmes begin to address economic constraints and the need for greater local government efficiency. We have therefore revised our spending plans and reprioritised funding to ensure that key objectives are achieved, and that revenue generating and well-performing programmes are funded. Expenditure plans reflect both the medium-term investment plans and long-term goals identified in the NDP. We continue to reduce non-priority spending and reprioritise expenditure to focus on core infrastructure and service delivery issues in this MTREF. To the community of the Knysna Municipal area; the following table depicts total capital budget and how all capital programmes will be funded, Borrowings being at R 73, 354 million, which is within the Municipal norm for our geared ratio:

Funding Source	Audited Outcome 2018/19	Original Budget 2019/20	Adjusted Budget 2019/20	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
National Government	15 394	41 168	38 638	38 638	37 891	42 099	44 964
Provincial Government	37 185	12 350	15 389	15 389	6 401	14 500	6 500
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	993	–	–	–	–	–	–
<b>Transfers recognised - capital</b>	<b>53 572</b>	<b>53 518</b>	<b>54 027</b>	<b>54 027</b>	<b>44 292</b>	<b>56 599</b>	<b>51 464</b>
<b>Borrowing</b>	48 183	71 367	73 445	73 445	73 354	54 763	55 020
<b>Internally generated funds</b>	47 669	92 690	65 543	65 543	23 979	20 800	24 600
<b>Total Capital Funding</b>	<b>149 423</b>	<b>217 575</b>	<b>193 015</b>	<b>193 015</b>	<b>141 625</b>	<b>132 162</b>	<b>131 084</b>

The final draft Operating Budget for the 2020/21 financial year amounts to R 1 052 092, which represents an increase of R 78.647 million, or 7.48%, when compared with the last adjusted budget for 2019/2020 and the cost drivers for the increase in the budget can be summarized as follows:

- an increase of 6.25% in the wage bill, based on the new agreement that comes into effect on 1 July 2020;
- an increase of 9.1% in the purchase of electricity from Eskom;
- transporting waste to Mossel Bay;
- adhering to the Department of Waters Affairs' standards for operating water purification and waste water treatment plants;
- inflationary pressure and the general increase in the price of goods and services;
- recent and expected fuel price increases and other production costs;
- operational requirements to ensure service delivery standards are complied with, referring specifically to electricity, roads, water, waste water and waste removal.

Revenue sources remain under strain and, in an attempt to balance service delivery with affordability; proposed tariff increases have been limited as follows:

- property rates: between 6.5% depending on value of property;
- water services: 6.5%;
- sewerage charges: 6.5%;
- electricity services: 9.1%; and
- refuse removal: 12.0%.

## 10.2 Revenue enhancement strategies

For Knysna Municipality to maintain and also continue to improve the quality of services provided to its citizens, it needs to generate the required revenue. Local communities must understand that the continued generation of cash via prudent budgeting, credible income policies and sound financial management systems are critical to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty and the resources required to address these challenges will, inevitably, exceed available funding. Hence, difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macro-economic policy;
- Growth in the Municipality and continued economic development;
- Efficient revenue management, which strives to ensure a 91% annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

A logical approach should be that trading services should be cost-reflective, which implies that sufficient revenue should be raised to cover all the costs associated with the provision of these services. The inflation forecast for the MTREF period is on an average 6.2% per annum, excluding ESKOM. The municipality's aim is to not exceed inflation in its annual tariff adjustments, but the following factors hamper this goal and are often beyond the control of the municipality:

- the latest general valuation
- ESKOM electricity increases
- bulk water purchases and
- national collective agreements on salary increases

The Municipality has embarked on a number of strategic thrusts and actions within its resources capacity to maximise or, at best, maintain revenue raising at its current levels. This will ensure that Council can continue to meet its constitutional requirements and to dove-tail with the efficiency measures being looked at on the expenditure side of the budget. This will allow Council to maximise its growth plans in line with the new economic strategy currently under review. The slow economic growth, COVID-19 and persistently high unemployment rate will influence the ability of all municipalities to generate and collect revenue for services. Aggressive debt collection will have to be continued in order to reduce the long outstanding debt. Some of the measure taken is to reduce employee related cost and other expenditure with emphases on contracted service, travel and substance, overtime and standby.

Table A1 Budget Summary

WC048 Knyasa - Table A1 Budget Summary

Description	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium term revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>R thousands</b>										
<b>Financial Performance</b>										
Property rates	187 780	203 443	215 549	228 833	229 279	229 279	229 279	236 158	251 508	267 856
Service charges	321 629	333 167	364 764	438 612	411 841	411 841	411 841	435 781	465 263	496 847
Investment revenue	11 105	10 302	9 443	9 000	9 000	9 000	9 000	4 722	9 443	9 443
Transfers recognised - operational	108 170	106 741	145 204	167 300	164 195	164 195	164 195	155 626	129 145	132 366
Other own revenue	131 794	122 443	157 249	123 766	159 148	159 148	159 148	166 233	175 035	184 197
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>760 478</b>	<b>776 096</b>	<b>892 210</b>	<b>967 511</b>	<b>973 463</b>	<b>973 463</b>	<b>973 463</b>	<b>998 520</b>	<b>1 030 384</b>	<b>1 090 709</b>
Employee costs	209 558	216 306	236 178	290 474	289 071	289 071	289 071	283 809	297 883	313 856
Remuneration of councillors	7 674	8 469	8 570	9 982	10 061	10 061	10 061	10 023	10 497	11 004
Depreciation & asset impairment	31 506	29 033	33 373	33 424	33 424	33 424	33 424	30 591	30 253	29 915
Finance charges	13 530	25 557	26 092	31 268	31 279	31 279	31 279	34 041	38 643	40 770
Materials and bulk purchases	180 640	205 895	212 902	222 509	226 843	226 843	226 843	253 038	254 453	270 459
Transfers and grants	37 684	4 582	3 610	4 317	5 810	5 810	5 810	8 409	3 939	4 859
Other expenditure	280 330	284 104	371 440	372 936	376 956	376 956	376 956	416 166	379 097	388 063
<b>Total Expenditure</b>	<b>760 923</b>	<b>773 946</b>	<b>892 164</b>	<b>964 910</b>	<b>973 445</b>	<b>973 445</b>	<b>973 445</b>	<b>1 036 076</b>	<b>1 014 765</b>	<b>1 058 947</b>
<b>Surplus/(Deficit)</b>	<b>(445)</b>	<b>2 150</b>	<b>45</b>	<b>2 601</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>(37 557)</b>	<b>15 628</b>	<b>31 762</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	59 733	64 195	47 341	50 129	62 313	62 313	62 313	50 044	61 565	58 209
Transfers and subsidies - capital (monetary allocations)	-	1 334	1 910	-	-	-	-	1 360	1 428	1 499
	59 288	67 678	49 296	52 730	62 331	62 331	62 331	13 847	78 622	91 471
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>59 288</b>	<b>67 678</b>	<b>49 296</b>	<b>52 730</b>	<b>62 331</b>	<b>62 331</b>	<b>62 331</b>	<b>13 847</b>	<b>78 622</b>	<b>91 471</b>
<b>Capital expenditure &amp; funds sources</b>										
Capital expenditure	96 404	129 394	149 423	217 575	193 015	193 015	193 015	157 938	145 164	141 083
Transfers recognised - capital	58 725	59 324	53 572	53 818	54 027	54 027	54 027	44 350	57 001	51 463
Borrowing	8 614	24 338	48 183	71 367	73 445	73 445	73 445	71 809	56 763	55 020
Internally generated funds	29 065	45 732	47 669	92 690	65 543	65 543	65 543	41 779	31 400	34 600
<b>Total sources of capital funds</b>	<b>96 404</b>	<b>129 394</b>	<b>149 423</b>	<b>217 575</b>	<b>193 015</b>	<b>193 015</b>	<b>193 015</b>	<b>157 938</b>	<b>145 164</b>	<b>141 083</b>
<b>Financial position</b>										
Total current assets	253 006	243 499	245 960	202 166	215 352	215 352	215 352	196 700	197 276	197 888
Total non current assets	1 055 974	1 141 546	1 260 707	1 464 686	1 420 320	1 420 320	1 420 320	1 522 666	1 637 577	1 748 746
Total current liabilities	152 268	166 876	191 116	177 480	232 597	232 597	232 597	245 987	247 001	237 843
Total non current liabilities	258 897	249 146	284 033	372 535	338 748	338 748	338 748	395 205	431 057	460 524
Community wealth/Equity	897 815	969 023	1 031 509	1 116 836	1 064 378	1 064 326	1 064 326	1 078 173	1 156 795	1 248 266
<b>Cash flows</b>										
Net cash from (used) operating	104 777	88 727	100 672	94 255	57 274	(5 370)	(5 370)	54 090	119 989	133 550
Net cash from (used) investing	(97 724)	(128 035)	(150 609)	(194 798)	(184 286)	(121 694)	(121 694)	(121 061)	(132 816)	(128 278)
Net cash from (used) financing	25 591	10 972	41 769	47 813	49 591	49 591	49 591	44 594	22 892	15 916
<b>Cash/cash equivalents at the year end</b>	<b>108 213</b>	<b>79 877</b>	<b>71 709</b>	<b>24 509</b>	<b>22 015</b>	<b>(12 528)</b>	<b>(12 528)</b>	<b>(34 905)</b>	<b>(24 840)</b>	<b>(3 650)</b>
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	108 213	112 235	106 207	24 509	22 015	21 964	21 964	(25 413)	(15 348)	5 841
Application of cash and investments	(13 242)	(28 094)	(22 845)	(42 544)	(32 698)	(36 599)	(36 599)	(29 333)	(36 289)	(30 800)
<b>Balance - surplus (shortfall)</b>	<b>121 455</b>	<b>140 329</b>	<b>129 052</b>	<b>67 054</b>	<b>54 713</b>	<b>58 563</b>	<b>58 563</b>	<b>3 920</b>	<b>20 940</b>	<b>36 641</b>
<b>Asset management</b>										
Asset register summary (WCV)	1 025 798	1 107 267	1 187 642	1 385 303	1 383 776	1 383 776	1 383 776	1 511 123	1 626 034	1 737 202
Depreciation	31 506	29 033	33 373	33 424	33 424	33 424	33 424	30 591	30 253	29 915
Renewal and Upgrading of Existing Assets	36 171	75 217	40 269	139 744	125 531	125 531	125 531	107 499	75 366	83 235
Repairs and Maintenance	44 778	59 038	40 979	72 002	66 984	66 984	66 984	63 863	95 003	97 878
<b>Free services</b>										
Cost of Free Basic Services provided	11 622	8 227	9 764	11 302	11 107	11 107	11 755	11 755	12 599	13 509
Revenue cost of free services provided	18 840	22 867	14 571	11 380	11 399	11 399	11 748	11 748	12 515	13 332
<b>Households below minimum service level</b>										
Water:	-	2	2	-	-	-	2	2	2	-
Sanitation/sewerage:	-	1	1	-	-	-	1	1	1	-
Energy:	-	1	3	-	-	-	5	5	5	-
Refuse:	-	2	1	-	-	-	2	2	2	-



# Budgeted Cash flows

WC048 Knyasa - Table A7 Budgeted Cash Flows

Description		Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand												
CASH FLOW FROM OPERATING ACTIVITIES												
Receipts												
	Property rates		207 649	216 296	222 976	224 296	217 494	217 494	217 494	205 447	243 952	259 809
	Service charges		312 136	315 681	344 421	431 138	369 625	369 625	369 625	404 778	458 219	490 330
	Other revenue		14 591	15 057	16 020	36 549	39 919	39 641	39 641	36 691	45 102	47 989
	Transfers and Subsidies - Operational	1	149 843	106 741	193 627	167 300	167 195	164 195	164 195	155 626	129 145	132 366
	Transfers and Subsidies - Capital	1	-	64 195	-	90 129	62 313	-	-	50 044	61 565	58 209
	Interest		11 105	10 302	9 443	23 531	22 103	22 103	22 103	4 722	9 443	9 443
	Dividends		-	-	-	-	-	-	-	-	-	-
Payments												
	Supplies and employees		(577 678)	(626 107)	(670 383)	(803 063)	(794 156)	(791 208)	(791 208)	(771 148)	(796 237)	(829 348)
	Finance charges		(12 868)	(14 854)	(15 422)	(31 268)	(21 409)	(21 409)	(21 409)	(23 680)	(28 261)	(30 389)
	Transfers and Grants	1	-	(4 582)	-	(4 317)	(5 810)	(5 810)	(5 810)	(8 409)	(3 939)	(4 859)
NET CASH FROM/(USED) OPERATING ACTIVITIES			194 777	68 727	100 672	94 255	57 274	(5 170)	(5 170)	54 098	119 989	133 558
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
	Proceeds on disposal of PPE		614	-	30	6 000	7 109	69 701	69 701	9 117	9 573	10 052
	Decrease (increase) in non-current receivables		(2 285)	(2 016)	(2 133)	-	-	-	-	-	-	-
	Decrease (increase) in non-current investments		-	-	-	-	-	-	-	25 000	-	-
Payments												
	Capital assets		(96 050)	(126 020)	(148 506)	(200 798)	(191 395)	(191 395)	(191 395)	(155 178)	(142 389)	(138 328)
NET CASH FROM/(USED) INVESTING ACTIVITIES			(97 721)	(128 035)	(158 609)	(194 798)	(184 286)	(121 694)	(121 694)	(121 061)	(132 816)	(128 276)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
	Short term loans		-	-	-	-	-	-	-	-	-	-
	Borrowing long term/refinancing		25 222	36 573	60 238	71 367	73 445	73 445	73 445	71 809	56 763	55 020
	Increase (decrease) in consumer deposits		-	-	-	844	544	544	544	567	562	617
Payments												
	Repayment of borrowing		(631)	(25 601)	(18 469)	(24 397)	(24 397)	(24 397)	(24 397)	(27 783)	(34 463)	(39 721)
NET CASH FROM/(USED) FINANCING ACTIVITIES			25 591	10 972	41 769	47 813	49 591	49 591	49 591	44 594	22 862	15 918
NET INCREASE/ (DECREASE) IN CASH HELD			32 648	(28 336)	(8 168)	(52 730)	(77 421)	(77 473)	(77 473)	(22 377)	10 065	21 189
	Cash/cash equivalents at the year begin:	2	75 566	186 213	79 877	77 239	99 436	64 945	64 945	(12 528)	(34 985)	(24 848)
	Cash/cash equivalents at the year end:	2	108 213	79 877	71 709	24 509	22 015	(12 528)	(12 528)	(34 985)	(24 848)	(3 659)
Call investment deposit								24 205	5 008	5 008	5 008	
Total difference								-	-	-	1,00	
									(39 913)	(29 648)	(8 659)	

# Reconciliation of IDP strategic objectives and budget (revenue)

WC048 Knysna - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand												
To improve and maintain current basic service delivery through specific infrastructure development projects	Basic Service Delivery	A	1	466 484	481 237	527 958	631 773	596 613	596 613	605 131	609 346	638 970
To promote a safe and healthy environment through the protection of our natural resources	Basic Service Delivery	B		106 844	91 952	122 939	89 437	126 793	126 793	127 510	133 885	140 579
To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Good Governance and Public Participation	C		11 740	13 333	12 635	16 192	16 192	16 192	11 368	11 648	12 239
To create an enabling environment for socio development and economic growth	Local Economic Development	D		3 875	4 901	4 632	3 295	4 807	4 807	4 729	3 649	3 831
To grow the revenue base of the municipality	Municipal Financial Viability and Transformation	E		207 718	223 974	237 971	245 474	246 554	246 554	249 596	269 674	286 686
To structure and manage the municipal administration to ensure efficient service delivery	Municipal Transformation and Organisational Development	F		23 560	26 227	35 324	31 470	44 818	44 818	51 610	65 185	67 113
Total Revenue (excluding capital transfers and contributions)					820 211	841 624	941 461	1 017 640	1 035 776	1 035 776	1 049 923	1 093 387

## References

1. Total revenue must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

2. Balance of allocations not directly linked to an IDP strategic objective

check up revenue balance

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# Reconciliation of IDP strategic objectives and budget (operating)

WC048 Knysna - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	
R thousand													
To improve and maintain current basic service delivery through specific infrastructure development projects	Basic Service Delivery	A		436 128	441 229	483 375	551 111	530 254	530 254	581 904	581 156	585 481	
To promote a safe and healthy environment through the protection of our natural resources	Basic Service Delivery	B		125 274	130 972	170 862	140 677	164 695	164 695	169 872	169 867	180 019	
To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Good Governance and Public Participation	C		45 864	43 372	37 166	47 925	45 016	45 016	39 908	42 248	43 561	
To create an enabling environment for socio development and economic growth	Local Economic Development	D		12 407	14 837	24 832	20 756	22 644	22 644	18 638	18 729	18 488	
To grow the revenue base of the municipality	Municipal Financial Viability and Transformation	E		50 646	58 302	78 358	78 080	79 630	79 630	103 099	81 581	85 003	
To structure and manage the municipal administration to ensure efficient service delivery	Municipal Transformation and Organisational Development	F		90 805	85 234	97 571	126 361	123 206	123 206	122 595	141 184	146 394	
Total Expenditure				1	760 923	773 946	892 164	964 910	973 445	973 445	1 036 076	1 014 765	1 058 947
References													
1. Total expenditure must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)													
2. Balance of allocations not directly linked to an IDP strategic objective													
check up expenditure balance													
				-	-	-	-	-	-	-	-	-	

## Reconciliation of IDP strategic objectives and budget (capital)

WC048 Knysna - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework			
				Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	
R thousand										
To improve and maintain current basic service delivery through specific infrastructure development projects	Basic Service Delivery	A		188 272	165 056	165 056	133 918	116 357	114 464	
To promote a safe and healthy environment through the protection of our natural resources	Basic Service Delivery	B		2 050	3 148	3 148	1 536	600	–	
To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	Good Governance and Public Participation	C		500	2 471	2 471	–	–	300	
To create an enabling environment for socio development and economic growth	Local Economic Development	D		–	–	–	–	–	–	
To grow the revenue base of the municipality	Municipal Financial Viability and Transformation	E		3 310	1 206	1 206	2 579	–	–	
To structure and manage the municipal administration to ensure efficient service delivery	Municipal Transformation and Organisational Development	F		23 443	21 134	21 134	19 903	28 207	26 319	
Total Capital Expenditure				1	217 575	193 015	193 015	157 938	145 164	141 083

### References:

1. Total capital expenditure must reconcile to Budgeted Capital Expenditure
2. Goal code must be used on Table SA36
3. Balance of allocations not directly linked to an IDP strategic objective  
check capital balance

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**Annexure 1: Review IDP 2020/2021**

**Annexure 2: SDF Review Memorandum**

**Annexure 3: Draft Review SDF**

**Annexure 4: Integrated Waste Management Plan**

**Annexure 5: Disaster Management Plan**